

FEB. 15, 1957

Sales Management

THE MAGAZINE OF MARKETING

WHAT TO DO...

HOW TO DO IT...

When You Take
a Big Idea to
Top Management . . .
Page 29

For Multi-Line
Industrial
Marketing:
**General
or Specialized
Salesmen?**

Page 58

A Cynic
Looks at
Expense
Accounts
Page 44

A Big New
Advertiser
in the Making:
**Anderson,
Clayton & Co.**

Needed Now:
404,580
Additional
Salesmen

University Microfilms,
313 N. 1st St.,
Ann Arbor, Mich.

55/5

A BILL BROTHERS PUBLICATION



**"The only thing
people think about
these days
is PRICE"**

The sales chief's answer to this is four symbols—
put to a new use.

These ideas, presented in "How to Sell Quality,"
a fresh motion picture produced for The Dartnell
Corporation by The Jam Handy Organization, show
how salesmen can improve their skills in overcoming
price competition.

To present an effective sales-promotion program
dramatically, and with clarity, call on

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Organization

*For your sales meetings,
conventions, or training
programs, you can rent a
print of this 26½-minute
black and white sound motion
picture by writing to
The Dartnell Corporation,
4660 Ravenswood Avenue,
Chicago 40, Illinois*

Call the office nearest you for . . . Visualizations • Presentations • Live Shows • Motion Pictures • Slidefilms • Training Assistance

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DETROIT 11
2821 E. GRAND BLVD.

DAYTON 2
310 TALBOTT BLDG.

CHICAGO
230 N. MICHIGAN AVE.

HOW TO SELL BABY PRODUCTS

The best spot to sell baby products is, naturally, in the marketplace which attracts the greatest concentration of young mothers. Modern Romances is read largely by young mothers of young children. The typical reader is in her early twenties, married, and has children under 5. Her major interest is running her home and raising her young, growing family. Modern Romances attracts her because, as a vital supplement to its absorbing stories, this magazine prints more editorial material on baby care and training than any other magazine except Parents'.

Leading advertisers of baby products, as well as all types of food and home products, have found that Modern Romances really sells their merchandise in volume. That's why more and more of them schedule Modern Romances, and come back issue after issue. Modern Romances can sell your products, too.

EDITORIAL LINAGE ON BABY CARE AND TRAINING... 1956

Top 10 Magazines

	Lines	Pages
1. Parents'	19,499	45.5
2. MODERN ROMANCES	10,725	25.0
3. Redbook	7,608	17.7
4. Living	6,346	10.0
5. Ladies' Home Journal	5,979	8.8
6. Parade	5,720	6.7
7. True Story	5,280	12.3
8. McCall's	4,960	7.3
9. Grit	4,540	4.5
10. Everywoman's	4,347	10.1

Source: The independent Lloyd Hall Research Bureau

MODERN ROMANCES

America's Youngest Married Woman Audience

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N. Y.

FEBRUARY 15, 1957

1

**GIVE YOUR
SALESMAN
MORE
SELLING
TIME!**

■ Your advertising in FRANCHISE-PAID CIRCULATION publications reaches the same men your salesmen must see to sell...paves the way for their calls. Subscriptions to these magazines are paid for by local distributors, to go to their best, most active customers and prospects. Salesmen calling on these hand-picked prospects spend more time in *selling* because they spend less time introducing your company and describing your product. These buyers already know your product and are ready to be "closed".

Use
**FRANCHISE
-PAID
CIRCULATION
PUBLICATIONS**

Published by
THE INDUSTRIAL PUBLISHING CORP.
812 HURON RD. • CLEVELAND 15, OHIO

- Flow
- Occupational Hazards
- Applied Hydraulics
- Modern Office Procedures
- Industry & Welding
- Welding Illustrated
- Material Handling Illustrated
- Commercial Refrigeration & Air Conditioning

- Aeronautical Purchasing
- Precision Metal Molding

EPA

Sales Management

THE MAGAZINE OF MARKETING

February 15, 1957

Vol. 78, No. 4

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760

HIGHLIGHTS

A CYNIC LOOKS AT EXPENSE ACCOUNTS

You may have to admit to yourself it's true, and plead publicly "but our situation is different," after you read what our "Mr. Anonymous"—who is technical director of a prominent mid-west metal working firm—says about entertaining customers and prospects.

44

WHEN YOU SELL TO "THE BRASS"

When you are the chief executive officer you must sell your board of directors. If you are the head of sales, you must sell your fellow executives. Whether your problem today is selling a change of policy, a program of action, or a budget, you may welcome reminders on what to do... how to do it... when you take a big idea to top management.

29

FOR MULTI-LINE INDUSTRIAL MARKETING

General or specialized salesmen? If your product line is long, your markets diverse, and you sell both direct to users and through dealers, you will find in this article ideas to help you match prospects and your salesmen.

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A BIG NEW CONSUMER ADVERTISER

Smart media sales executives scent a big new consumer products advertiser developing in the Foods Division of Anderson, Clayton & Co. Why shouldn't the king of cotton, chemicals and coffee achieve its goal—leadership in the foods field?

92

NEEDED: 404,580 ADDITIONAL SALESMEN

Industrial firms would like to hire 17,716 additional salesmen plus 13,973 additional sales trainees. How many salesmen do you and your competitors need who sell through consumer route, business route, consumer specialty, business specialty, and retail? What is starting pay for industrial salesmen and for consumer salesmen? How much is paid to the top third of sales forces? How much education is required for a salesman? What are acceptable ages for sales trainees? You'll find answers in this exclusive report just released by National Sales Executives, Inc.

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Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Hill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa., Walnut 3-1788; Philip Harrison, General Manager; Robert Letwin, Editor.

SALES MANAGEMENT

HOW TO HANDLE A "DIRTY DEAL"

Most of us know a really "dirty deal" when we encounter it. But what about those borderline cases . . . requiring only a little bit of strain on the salesman's moral sense? If all of the salesmen involved in the cases cited in this special report were your salesmen, how many decisions would you approve?

110

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PRE-SELL YOUR BEST PROSPECTS

■ The men who receive FRANCHISE-PAID CIRCULATION magazines are *your* best prospects because they are the select prospects and customers of the leading distributors or wholesalers in every marketing area. Your sales story in these publications precedes your salesman's call...pre-sells the men who are *actively buying* your product . . . men who have been positively identified, by name and title, as having *buying authority* in the most active plants. When every reader has buying authority, business must result from your advertising.

Use
**FRANCHISE
-PAID
CIRCULATION
PUBLICATIONS**

Published by
THE INDUSTRIAL PUBLISHING CORP.
812 HURON RD. • CLEVELAND 15, OHIO

- Flow
- Occupational Hazards
- Applied Hydraulics
- Modern Office Procedures
- Industry & Welding
- Welding Illustrated
- Material Handling Illustrated
- Commercial Refrigeration & Air Conditioning

- Aeronautical Purchasing
- Precision Metal Molding

BFA

4,782,393 FARMERS
must be sold at home

In 4,782,393 farm homes numerous "part-time" farmers earn the major part of their income from other industries. The research we quote from, is a tabulation of returns only from the Class A farm income group that gets 50% or more of income from farming as the family business.

67.1% Class A farmers read WEEKLY NEWSPAPERS

67.1% of Class A farmers read weekly newspapers. They own and operate most of 4,185,000 tractors, 4,258,000 automobiles, 2,701,000 motor trucks and cultivate more land, live in and own more big homes, have larger families. It's a volume purchasing audience with the extra income for bigger profits to you.

Hometown U.S.A. weekly newspapers are most "market selective" in the farm market too. In total we reach over 18,000,000 or more than 1/3 of all U.S. households with a demanded editorial service that no other media supplies our readers. Also, thousands of your dealers are our best friends.

Call a W.N.R. representative for detailed plan to fit your market needs plus information about 1 order, 1 bill, 1 check service plan.



WEEKLY NEWSPAPER REPRESENTATIVES Inc.

404 Fifth Ave., New York 18, N.Y. Phone: Bryant 9-7300

Branch Offices: Atlanta, Chicago, Detroit, Los Angeles.

Call 7-11!

KNOW WHAT THE PRESIDENT OF THE COMPANY EXPECTS OF THE SALES MANAGER IN 1957?*

Here are some answers we get from satisfied clients . . .

Train salesmen to sell more effectively.

Use more sales research to learn the real reasons why customers buy our products.

Discover how to make more profitable use of visual sales presentations.

Show salesmen how to sell quality and profit.

Tap the full sales potential of an integrated sales development program.

If You Need Help With Any Of These Problems Call Ext. 7-11, Pe. 6-8161

*Send for our report "What The President Of The Company Expects Of The Sales Manager—1957"

HILE-DAMROTH, INC., 11 W. 42nd St., New York City
the sales executive agency with the new ideas

Sales Operations Research—Complete Sales Training Packages—Films—Visual Aids
—Manuals—Sales Presentations

Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LEXington 2-1760

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U. S. and Canada: \$10 a year
Foreign: \$15

ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

(two pages preceding back cover)

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Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Tide, Premium Practice, INDUSTRIAL: Rubber World, Plastics Technology, MERCHANDISING: Fast Food, Floor Covering Profits, Grocer-Graphic, Tires and Yankee Grocer.

Copyright, Sales Management, Inc., 1957



New Sales Opportunities in 1957

MILWAUKEE NOW 1,128,100 in the New Standard Metropolitan Area

As a result of Milwaukee's rapid growth since 1950, the Bureau of the Census has amended the definition of Milwaukee's Standard Metropolitan Area by the addition of Waukesha county, effective November 1, 1956.

The two-county area now has a population of 1,128,100 and 327,000 households, representing a gain of 171,152 population and 66,000 new homes since the 1950 Census.

Effective buying income in the two counties exceeded \$2,150,000,000 in 1956, and retail sales \$1,400,000,000. Labeled the "Midwest's Boomtown of 1956" by Seventh Federal Reserve Bank economists, Milwaukee offers even greater sales opportunities in 1957.

THE MILWAUKEE JOURNAL

Read in 9 Out of 10 Homes in the Metropolitan Area
National Representatives, O'Mara & Ormsbee, Inc.



In Philadelphia, buying begins at home



The Bulletin goes home...delivers more copies to more people every seven days in Greater Philadelphia than any other newspaper

Whether it's a new dress or hat, or any one of a thousand things, people of the prosperous 14-county Greater Philadelphia market get ideas—*buying ideas*—when they're relaxed at home and going through the pages of their family newspaper—The Evening and Sunday Bulletin. And now advertisers can give their sales message the added impact of **R.O.P. spot and full COLOR**—evening and Sunday—*seven days a week!*

The Bulletin exerts a powerful influence on the buying habits of its readers. Philadelphians like The Bulletin. They buy it, read it, trust it and respond to the advertising in it. The Bulletin is Philadelphia's home newspaper.

Advertising Offices: Philadelphia, 30th and Market Streets • New York, 342 Madison Avenue • Chicago, 520 N. Michigan Avenue

Representatives: Sawyer Ferguson Walker Company, Detroit • Atlanta
Los Angeles • San Francisco • Seattle

In Philadelphia nearly everybody reads The Bulletin

EDITORIALS

He Wants Salesmen to Call

If you have equipment that goes into a super market, or you would like to have your lines carried in it, you still have time to sell Samuel Meshken, president, King Cole Stores of Bridgeport (Conn.), Inc.

Sam Meshken is a little super market operator, but he is putting up his own money and borrowing enough to build and equip a \$2 million super market in Bridgeport, where he has been able to meet the giant super markets on their own terms and grow in spite of fierce competition.

Sam Meshken realizes that he cannot make a success of his new gamble, if he merely apes existing successful practice.

So he offers vendors an opportunity to sell him. Reason: He knows that vendors participate in successful super market operations in all parts of the U. S., and he expects them to offer him ideas he has not thought of which he can adapt to selling in an industrial New England city, and to grow at a faster rate than his competitors, no matter how large.

The architects' plans have been drawn for the new King Cole store and ground has just been broken. But in the next 18 months while construction is being completed, Sam Meshken will keep his mind open; he is ready to change his plans the moment a vendor can suggest a better way of serving super market customers. Meshken's King Cole market will include a motorized partial delivery system which will convey customer purchases to a pick-up building located in the main driveway where attendants will place packages in customers' cars. Twelve cars can be loaded simultaneously. The super market will include 150 feet of refrigerated cases. Storage and food preparation rooms, vital to such a huge operation, will utilize the perimeter concept—built to surround the main merchandising floor, with mechanized facilities speeding the movement of food storage to shelves. The aisles in much of the store will be wide enough for an automobile.

We have a hunch that Sam Meshken's little, big super market will grow larger. What finer tribute could there be to the creative role of selling than Sam Meshken's invitation to "give me your best ideas and I'll buy them?"

Wanted: Sales Management Trainees

Ford Division of Ford Motor Co. ran a classified ad recently in *The Wisconsin State Journal* (Madison) to recruit sales management trainees, college graduates, under 28 years old, with sales personality, and willingness to travel. Ford offers "good salary plus cost-of-living allowances, paid vacation, comprehensive insurance benefits, stock participation plan, and unlimited promotion opportunities."

We were delighted to see a major marketer using advertising to recruit, just as the engineering department of the company and thousands of other companies now use classified and display advertising to recruit engineering people. No marketer of any size attempts to secure any substantial portion of his business by depending solely on personal sales calls. So a marketer no longer should limit sales manpower recruiting to personal contact.

We hope that marketing organizations that use advertising to recruit sales and sales management trainees will be warm and human

FEBRUARY 15, 1957

1957
Edition of

T.R.

carries the
descriptive
advertising of

11,859 ADVERTISERS

**211 more
than used T. R.
previous edition.**

This continuing
**GROWTH
TREND
TO T. R.**

is a result of
its power to
produce
traceable
sales.

You, too, can reach the top 60% of the U. S. Industrial Purchasing

Power thru the exclusive

T. R. 100% BUYERSHIP
volume purchasing clientele

**Contact your Thomas Register
representative, now.**

**THOMAS REGISTER**

461 EIGHTH AVENUE
NEW YORK 1, N. Y.

Representatives in all principal areas

A QUARTER

will go
a long way
these days on **WHO Radio!**



Take 12 noon to 1 p.m. as an example . . .

WHEN you consider that a shoe shine plus tip now costs you a quarter almost anywhere, twenty-five cents invested in radio is a tremendous value—especially on *WHO Radio!*

LET'S LOOK AT THE RECORD . . .

On *WHO Radio*, a 1-minute spot between 12 noon and 1 p.m. will deliver a minimum of 100,058 actual listening homes, in Iowa alone!

That's at least 405 homes for a quarter, or 1000 homes for \$.62—**ALL LISTENING TO WHO!**

That's the *measured* minimum. Over and above this proven audience, 50,000-watt *WHO* delivers thousands of additional listeners via Iowa's half million extra *home* sets and half million *car* radios—plus a vast bonus audience in "Iowa Plus"!

Your PGW Colonel will be glad to tell you the whole story on *WHO Radio*.

(Computations based on projecting Nielsen figures and 1955 Iowa Radio Audience Survey data against our 26-time rate.)

WHO Radio is part of
Central Broadcasting Company,
which also owns and operates
WHO-TV, Des Moines
WOC-TV, Davenport

WHO

for Iowa **PLUS!**

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Robert H. Harter, Sales Manager



Peters, Griffin, Woodward, Inc.
National Representatives

SALES MANAGEMENT

in their advertising, and in their interviews with applicants.

Many industrial firms are now publishing extremely imaginative advertisements to recruit engineers. We would like to see these firms apply the same kind of imagination in their ads for sales trainees, but we hope that our people will not publish advertisements that are enticing, then reply to applicants to their ads in cold, contradictory, and semi-legal words and forms.

Aviation Week, a McGraw-Hill publication, has just issued a special report on the poor manner in which advertisers respond to their applicants. *Aviation Week's* consultant, using authentic backgrounds, names and addresses of three working engineers and two engineering students, answered 30 magazine and 75 newspaper advertisements for engineers. What happened? Seventeen firms failed to respond to the applicants. Form letters were received in reply to 12 applications and some of these form letters were not signed or even personalized to the extent of filling in the name and address of the applicant. Only 23 of the replies answered a specific question that had been asked in each application. Fifty-three firms forwarded application blanks without answering the question, even when the question was about citizenship. Only 14 of the responses were followed up by another letter. Fifty actual applications were completed and submitted for consideration. Thirteen were not acknowledged. Three firms asked engineers with five years' experience to take aptitude tests. Four prospective employees received follow-through letters written by someone other than the original contact, with no reference made to previous correspondence. Of thirty-one job offers, two cast aspersions on the undergraduate school attended, one even questioned the standards of the graduate school.

If you have not been directly concerned with recruiting advertising and recruiting follow-through in your own company, perhaps you should for your own selfish protection. It is quite likely that prospective engineering employees who receive the brushoff from your own firm may be application engineers someday among your customers and prospects. They may, in a perfectly human reaction, repay your firm's discourtesy by failing to recommend your product.

A Sale Second to the Top

The Vice-President of the United States, Richard M. Nixon, will speak the following words of greeting February 26 to some 35,000 salesmen in 30 cities at the opening session of Tele-Sell, the first of two closed-circuit television sales spectacles during National Salesman's Week:

"The production of our fields and factories must move swiftly and smoothly into the hands of the consumer if we are to maintain high levels of employment and big volume business to supply the taxes needed for defense.

"This job of distribution is important, and the men and women of selling in America have a challenging assignment in 1957."

We in selling ought to feel proud that the occupant of the second highest office in our land recognizes and speaks well of the social obligations and opportunities in selling.

When to Knock Competition

Personally we believe that salesmen do not sell much by knocking the competition. We feel pretty much the same way about competitive sales literature. But many of us become riled and write a letter or piece of sales promotion and blow our stacks. Makes us feel better. In the long run each of us knows the real way to compete is to develop new and better products.

★ ★ ★ ★ ★

DARTNELL PRESENTS

"The Bettger Story"

a 16mm. sound motion picture you can use at your next sales meeting

Here's a dramatic presentation of Frank Bettger's spectacular rise from failure to success in selling—the difficulties he overcame—the sales formula he developed to turn the trick. Any salesman who sees it will be a better salesman. **THE BETTGER STORY** is available for purchase or rental. For details write to—

DARTNELL

**HEADQUARTERS
FOR SALES
TRAINING FILMS**

4660 Ravenswood • Chicago 40, Ill.



In the independent Northeastern Wisconsin Market goods and services move to 200,000 people through a single medium reaching over 39,000 homes every day!

Full color available

**GREEN BAY
PRESS-GAZETTE**

GREEN BAY, WISCONSIN

Phil A. McClosky, Manager, General Advertising

"MECHANIZED SELLING"

Business magazine advertising saves your salesmen many of the time-consuming steps to a sale. It helps mechanize your selling at a cost that can be counted in pennies per call.

KEEP CUSTOMERS
SOLD

CLOSE
THE ORDER

SPECIFIC
PROPOSAL

CREATE
PREFERENCE

AROUSE
INTEREST

CONTACT

MORE ADVERTISING
HERE MEANS

MORE SALES TIME
HERE

works full time for us!



"We rely heavily on business magazine advertising," says Lewis A. Curtis, Vice President of Sales at Package Machinery Co., East Longmeadow, Mass.

"If you're known, and your reputation is known ahead of you, it certainly helps your salesmen. And 'Mechanized Selling' works full time to accomplish that for us.

"Practically every plant that produces packaged items is a sales lead for our staff. But you don't sell a full line of packaging machinery 'over the counter'. It has to be engineered to match the customer's needs for type of package, and built to fit into his production operations. I believe our salesmen's time is most efficiently used when it is devoted to meeting these needs of our customers rather than to 'missionary work' that our advertising in business magazines does much better.

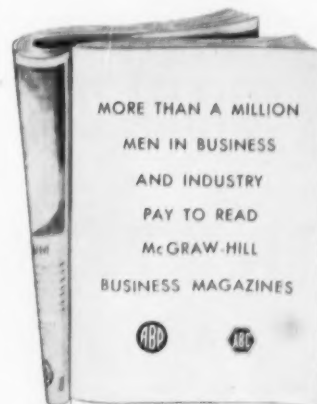
"And there are important side benefits, too, from business magazine adver-

tising. You can see traceable help in recruiting and purchasing, . . . as well as on stockholders and potential investors. I am satisfied that we benefit all across the board from our business magazine advertising."

Your Advertising in McGraw-Hill magazines delivers your sales message *selectively* . . . to the right men, with efficiency and economy. Its readership and acceptance pave the way for your sales force, reach key men your salesmen cannot see. Your advertising, properly placed, augments and strengthens your sales efforts, makes your sales program more productive and profitable.

McGraw-Hill Magazines

McGraw-Hill Publishing Company, Inc.
330 West 42nd Street, New York 36, N. Y.





**57% of the
QUAD-CITIES'
250,200
people live in
ILLINOIS**

Rock Island • Moline • E. Moline

where 9 out of every 10
families read either

THE ARGUS or THE DISPATCH

**QUAD-CITIES' LARGEST
COMBINED DAILY CIRCULATION**



REPRESENTED BY ALLEN-KLAPP CO.

CORPORATE CLOSE-UP



Bigelow Gets Off the Floor

Yesterday's release of the 131st year-end statement of Bigelow-Sanford Carpet Co., Inc., reminds us that adventure is not a prerogative of young firms.

The housewife is still far from having a crush on carpets. But after years of accumulating white goods, cars and TV, many families now seem to be noticing their bare floors, as Bigelow's ability to tack down sales of more than \$80 million for a second year shows.

Chevrolet's Powerglide transmission (optional at \$175 list) has gone into more than four million cars in seven years and will be in 65%-75% of 1957 production, Chevy estimates. But carpet weavers have stood in line so long to get on consumers' want lists that Wall Streeters had begun to consider rugs a dead issue.

Top billing in the next instalments of this unpredictable adventure series goes to Lowell Palmer Weicker who was named president in November and took office January 1. He was World War II deputy director of intelligence, U. S. Strategic Air Forces in Europe; president of what subsequently became the Squibb Division of Olin-Mathieson Chemical Corp., and came to New York from the European post of deputy to Lord Ismay, secretary general of NATO.

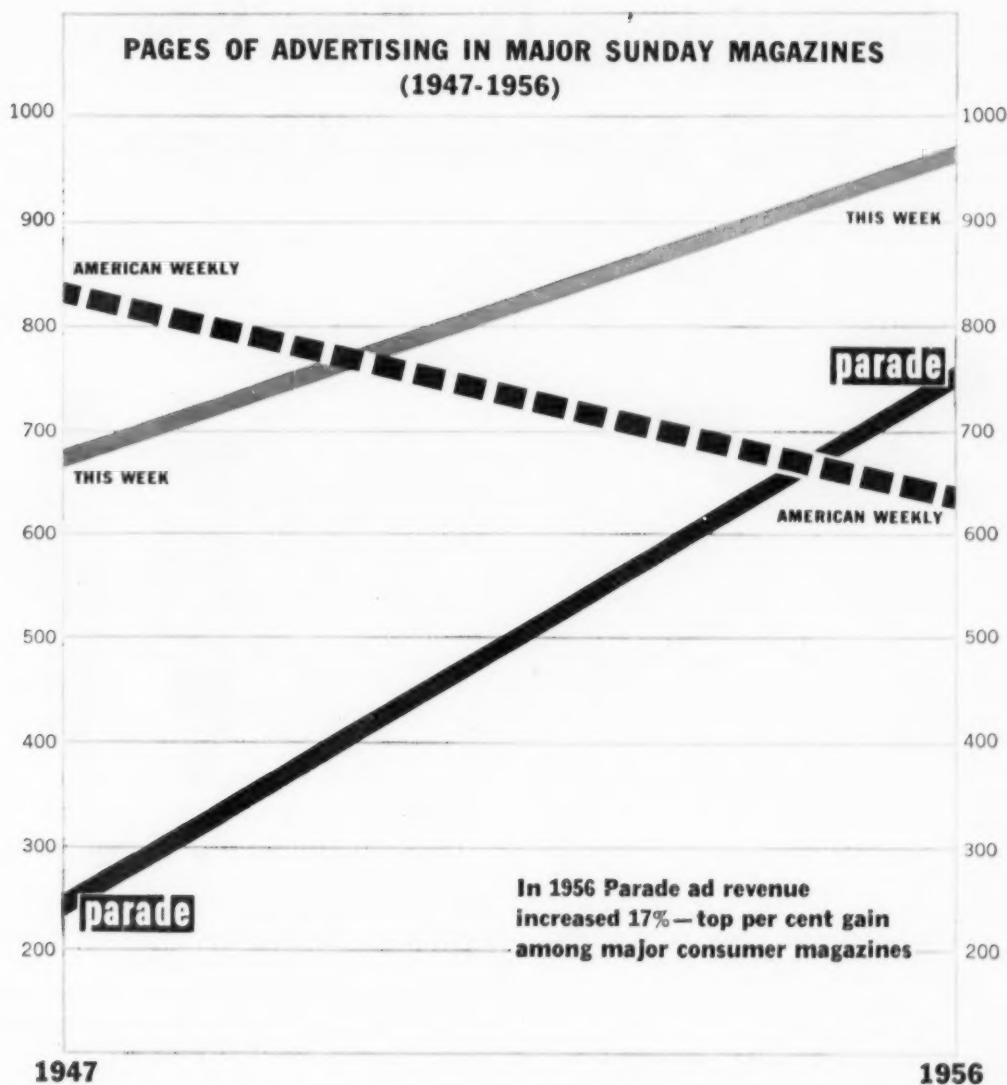
Bigelow's signs of life gratify William N. Freyer who has held steering posts as presidential assistant and executive vice-president since 1950. He and fellow executives managed to keep the firm alive in the deadliest decade of carpet history. Second in the industry, accounting for an estimated 20% of U. S. output, Bigelow shared all the industry's afflictions: (1) price-cuts—which only proved consumers were not interested at any price, (2) reduced margins, (3) excess inventories, (4) surplus plants, and (5) discontinued dividends were topped off by (6) the popularity of new tufted carpets, which made deep inroads into low price woven carpets. Leaders' reluctance to scrap capital investments in prewar looms opened the door to "upstart" tufters. Giants sank in red ink. Stock prices plummeted. Now it appears a firm cellar floor has been laid. Bigelow was the first major to offer "tufted," but smaller mills set a fast sales pace.

Bigelow is staking part of its sales success in 1957 on ability to change some dealer-consumer carpet buying habits: (1) by advocating sq. ft. instead of sq. yd. sales to counteract an erroneous impression of high cost; (2) by promoting store display of carpets by style and appearance groups instead of according to construction.

Despite heavy expenses at new mills, Bigelow expects '57 earnings will better those of 1956. Dividends, suspended for more than two years, were reinstituted at 25 cents per quarter in December 1955—a 7% yield on the revived stock's current price. Short sellers are seeking deader derelicts. Brokers' whispers of "Buy Bigelow" are being paraphrased in verse by some Wall Street wags: "Picking Bigelow off the floor rates a title on the door."

SALES MANAGEMENT

Let's look at the Record!



A Sunday reading habit in more than 7 million homes





Look Beyond The Page Where Your Advertising Appears



for example, look at The Inquirer's Page One

Reader interest guides make-up of this "showcase" page. Its neat, crisp format draws and pleases the eye. Dramatic headlines and pictures add impact to a thoughtful balance of news from city, nation and world.

Look further . . . through the rest of The Inquirer. Front-page impact meets you at every hand. Into every page goes the same painstaking attention to an eminent

newspaper's prime responsibilities . . . to inform, to aid, to entertain. Reader loyalty is both aim and achievement.

The transfer of such loyalty from editorial matter to advertising columns takes place regularly, effortlessly, seven days weekly. Certainly a look *beyond* advertising will prove The Inquirer's effectiveness on your next schedule.



The Philadelphia Inquirer

Now in its 24th consecutive year of total advertising leadership.

Exclusive Advertising Representatives:

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
RICHARD I. KRUG
Penobscot Bldg.
Woodward 5-7260

West Coast Representatives:

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

MEMBER: METROPOLITAN SUNDAY NEWSPAPERS • FIRST 3 MARKETS GROUP

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

BEING A SALES EXECUTIVE is quite a job. It's full of challenges and responsibilities, headaches and hard work. It's a prestige position that suggests to your friends, your neighbors, your associates that you are a corporate "wheel." It's a glamour job that's envied by all but your wisest salesmen. It's a job that can drain the energy and strain the fiber of even the strongest and most capable.

We were reminded of the complexity of the sales executive's role the other night when we watched a talented juggler on TV do the spinning plate trick. He went down a line of a dozen plates and started them spinning on edge, one by one. No sooner did he set the fourth plate spinning than the first began to wobble. He raced back, deftly gave it new momentum, gave added spin to plates two, three and four, then ran to start plate five in motion. He worked furiously toward his goal: to get all 12 plates twirling simultaneously. Frequently, he had to rush back to a wobbling plate, add to its spin, and then resume his task of setting into motion the rest of the plates.

He was a peerless performer. And, as you might suspect, he succeeded in getting all of the plates spinning smoothly. He then received—and deserved—the applause of his audience.

That's a roundabout way of making our point that you, as a sales executive, are really an off-stage plate spinner. Your job calls for anticipating and correcting wobbles. You have to keep the crockery of sales spinning smoothly—every last piece of it. What's more, to win the applause in your field—spelled P-R-O-F-I-T-S—you can't afford a wobble anywhere along the line.

This year—to stretch out the analogy—you have even a few more dishes to worry about. Here's a reminder list of things to watch as you perform in 1957:

Watch your advertising. Make sure that you're getting a full dollar's worth through utilizing all the by-product values. Are your salesmen armed with the right material to get the utmost in dealer-whole-

saler excitement which will lead to better and bigger displays, more local tie-in advertising? Don't let them forget for a minute that your advertising is a working tool, designed to help each man increase his sales. For example, "localize" your advertising by giving the salesman a breakdown showing how many potential impressions you are making in specific city areas in his market. His dealers don't give a damn about "national" figures. "What's in it for me?" is what they ask.

Watch media schedules. Give careful attention to the media you are putting your ad dollars in. Reconsider each medium as your markets, your goals, your campaigns change. No single medium is perfect for every advertising job; every advertising medium can be effective if it is used properly. Change media, increase schedules to fit the task before you. Today's tougher markets demand even greater performance from your advertising.

Watch your costs, especially as they relate to the values you get. You'll need more money to do a first-class sales job in the months ahead, but first you should work to get more mileage out of present budget dollars.

Watch your salesmen to make sure that you have done everything you possibly can to help them sell. Modern personal selling requires the support of good training, good advertising, good sales tools and good sales management.

Watch morale. A salesman's attitude toward his job, his relations with the boss, his opportunity to make money are usually reflected in his sales performance. Promise yourself to spend more time with your men, listening to their gripes, their problems . . . and their triumphs. Job happiness is made up of many small things. Make your men feel and know that "the boss **does** give a damn."

Watch pricing. This year shows signs of being one in which price will play an important part. There are no general "right-price" formulas, no sure-fire rules. Smart price setting will result only from sound market knowledge and astute market analy-

Significant Trends (continued)

sis. This is one job that cannot be delegated. Your professional neck will be out. A wrong guess could be fatal—or at very least costly and embarrassing.

Watch customer service. Some industries—perhaps yours—will find themselves deep in a buyers' market. Service will be as important as selling, especially over the long range. Make sure you can "deliver the goods" as promised or you'll be in for trouble.

Watch accounts receivable. The tight money situation is likely to upset the cash position of your firm unless you exercise a greater-than-usual degree of caution in extending credit. You will be faced with the problem of what to do about prime customers who demand considerable time to pay. How will you finance credit yourself? Is your present credit and credit-appraising setup geared to today's abnormal money market?

Watch profit margins. It was far from rare in 1956 for a sales executive to find that his sales volume was setting a record while his total profits were well below the previous year. We can expect more of this in 1957. Sales costs, production costs, distribution costs are up and not everyone will be able to raise prices. What to do? Watch that profit margin. If it gets too small, take drastic steps—including dropping the item from your line.

Watch your industry. The health of your company is tied closely to the well-being of your industry. Work to increase the total market. Don't be content to swap customers with your competitors.

Watch your reading habits. It is debatable whether the quantity of educational material available to the executive today represents a wealth or a surfeit. It certainly has become impossible to read everything of value. So, organize your reading to get maximum value out of a minimum of reading time. Assign someone the task of reading and culling marginal material for you. The time you save can be used to put into practice the ideas you gain from your more selective reading.

Watch management. It is likely to be under pressure from the board of directors and stockholders to turn a greater percentage of profits into dividends—holding less aside for expansion. Don't let your

long-range sales program be scuttled by shortsighted profit motives of stockholders. Be prepared to explain to management and stock owners the future advantages that will accrue to their purses by permitting adequate sales expenditures now.

Watch recruiting. It is important to select your sales recruits in 1957 with extra special care because it costs more than ever to recruit, train and equip a young salesman today. But also in years to come it will pay dividends to have a high-calibre man calling on your customers. A little added care now in picking a trainee can mean thousands of dollars to your company in sales through the years.

Watch your whole operation—from the way your secretary types your letters to the way you establish and maintain effective distribution. Watch the big things, and the little. That's the job of the sales executive in 1957. It's easier to spin plates!

HARDLY ANYONE dares to refer to Gross National Product without first defining it. This is true whether the audience is sales executives or newspaper readers. But, to our knowledge, no one has done it as imaginatively as the "Minneapolis Star," which footnoted a front-page article as follows:

"**Gross National Product**, GNP for short, is a device economists use to picture all of the nation's output of goods and services in a given year. It is expressed in dollars so that hard-to-visualize 'products,' such as airplane rides, dental services or lawyers' advice, might be heaped on the same pile with locomotives, overshoes, television sets and other durable objects."

BEHIND THE SALES TRENDS

TV homes in the South increased a whopping 30% last year, according to A. C. Nielsen Co. This compares with 12% for the nation as a whole.

Women at work. In 26 out of every 100 families in the U. S., both husband and wife are in the labor force. Among all employed persons, one out of every three is a female.

New business incorporations reached an all-time high in 1956, according to Dun & Bradstreet. The increase over 1955 was a modest 0.8% (140,775 vs. 139,651), but it is a rise of 20.2% over 1954.

IF YOU'RE OUT WHEN THE TIDE'S IN... WATCH OUT!

Sometimes you can get in over your head before you know it. Take Merchandising at the point-of-sale for instance. If allowed to lag behind your advertising campaign, your whole program may be swamped. And that's where Chicago Show can come to the rescue. Our nation-wide organization is staffed with experts who have the know-how and facilities, to save your point-of-sale program, before it flounders. Backed by more than 50 years' experience serving advertisers large and small, we produce sales-stimulating point-of-sale merchandising programs that create traffic—but more important—pay off where it counts, at the counter. Let us show you how to breathe new life into your point-of-sale program.



Merchandising at the POINT-OF-SALE

- Lithographed displays for indoor and outdoor use • Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants • Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders • Mystik® Self-Stik Labels • Squee-ze!®
- Econo Truck Signs • Booklets and Folders • Molded Plastic

CHICAGO SHOW PRINTING COMPANY, 2660 N. KILDARE, CHICAGO 39



Trademark Mystik Registered.



Now offering you America's

Gair joins

Fine service as usual . . . but with even greater resources! You've been used to the best from Gair, whether you needed folding cartons or shipping containers, paperboard or bags. You'll still get the same Gair creative engineering, and it is now backed by the industry's most comprehensive packaging service.



most comprehensive packaging service!

Continental Can

For Gair has joined with Continental Can Company.

Come to Gair and you'll get a service that blue-prints a package to fit your product, your packing and shipping methods, and your market. Gair is equipped now better than ever to serve you. Your Gair representative can give you the full story.



Check for yourself the No. 1 Sales Outlet in Residential Air Conditioning



	WARM AIR HEATING - SHEET METAL DEALERS	FUEL OIL HANDLERS	GAS HEATING MEN	PLUMBERS	PROJECT BUILDERS	REFRIGERATION MEN	HOME APPLIANCE DEALERS
Sales and installation experience with existing warm air heated homes — the top prospect homes for air conditioning.							
Continuous contacts with builders, architects, and owners on new construction.							
Experience in all phases of air handling.							
Ability to handle all planning, engineering, and installing within their own organizations.							
Shop facilities and skilled personnel for fabricating sheet metal work and for dependable, intelligent servicing.							
Established business background in their communities.							

Warm air heating - Sheet metal dealers qualify on every count

They, and they alone, have ALL that it takes to handle central Residential Air Conditioning. *They are the No. 1 sales outlet.*

To reach them, you must concentrate your advertising in the Warm Air Heating-Sheet Metal field. To reach them most economically, your best advertising buy is American Artisan.



American Artisan excels editorially — in both quality and quantity. . . . It reaches the greatest concentration of buying power — the KEY dealers who do 80% of the available business. . . . It provides the largest and only fully paid (ABC) circulation. . . . And it leads in advertising volume.

Your advertising in American Artisan is without question in the right environment for maximum results from those having maximum potential.

Keeney Publishing Co.

AIR CONDITIONING HEADQUARTERS

6 N. Michigan, Chicago

LETTERS TO THE EDITORS

Even Napoleon III's Best Friends Wouldn't Tell Him

swig of Listerine

EDITOR, SALES MANAGEMENT:

I got a bang out of your "Father of Halitosis" article ("The Father of Halitosis Tells All," Jan. 4, p. 66).

Back in the Twenties I thought the Listerine ads were hilarious. Once I was escorted through the wholesale department of Carson Pirie Scott in Chicago, and on an acre of desks saw a Listerine bottle on every one. In other offices I noticed secretaries, called into the boss' office, take a swig of Listerine and swallow it. No wonder so many have ulcers now!

At the library I picked up a book of confessions by one of Napoleon III's girl friends. Don't recall her name—or number. In one chapter she told how Nap III was always checking and double checking with his friends, trying to find out if he had any offensive characteristics. One night he asked this girl friend if she knew of a single unpleasant trait he possessed. She said, no. Not one. He insisted that she was the one person he could trust, who didn't always agree with him—so wasn't there just one little bad trait? Finally she told him that he often had an unpleasant breath. He . . . went tearing around among his buddies, puffing in their faces and asking them if he had a bad breath. They all denied it, and he returned to his gal and told her she was wrong about his breath. It was sweet.

I thought this was right down Lambert's [Gerard Lambert] alley, so wrote to recommend the book. I received an appreciative letter.

Also, as a reward for my interest in pointing out this historical situation in which the awful effects of halitosis were so well dramatized, they were sending me a personally inscribed tank car of Listerine, via New York Central, at the earliest possible date.

I never received the tank car of Listerine. However, my disappointment has worn off with the years, and, anyhow, I was one of those rare people who never had an unpleasant breath. However, come to think of it, neither was I a social success. Could my friends have been pulling my leg?

A. M. Babcock

Sidney Garfield & Associates, Inc.
San Francisco, Cal.

stomach for it

EDITOR, SALES MANAGEMENT:

I was very interested in reading the article by Ellis William Meyers entitled, "Do You Have the Stomach for It, Son?," which appeared on p. 64 in your Jan. 18 issue.

I think this article hits the nail on the head pretty well, and I would like to reprint 66 copies for our district managers.

J. M. Vanderford

Manager Field Force
Campbell Sales Co.
Camden, N. J.

doubt those polysyllables

EDITOR, SALES MANAGEMENT:

I am flattered to have a few words of mine reproduced in Janet Gibbs' article in your Jan. 4 issue (Mail Promotion, p. 60). Unfortunately, the quotation was not correct and, as given, sounds a little silly.

Point No. 1 should have been "Keep your words short. Be ready to doubt anything longer than a two syllable word unless they are combinations of easy words."

Point No. 4 should have been "Keep your average sentence length down. Anything more than 20 will tire the reader."

In Point No. 4 the important word is *average*. Obviously it would be difficult to write copy without occasionally using sentences of more than 20 words, but it is the *average* sentence length that counts.

I do not blame Miss Gibbs for the misquotation since she picked up the material from another source that had garbled it.

Paul J. Bringe

Sales Manager
Milwaukee Dustless Brush Co.
Milwaukee, Wis.

digs Vaughn

EDITOR, SALES MANAGEMENT:

The Vaughn Monroe feature ("Vaughn Monroe's a Salesman

(continued on page 23)



ELEMENTARY...

This Company Uses Slick Air Delivery

EVIDENCE: They have extended their selling period on seasonable, perishable, and deadline products.

They beat their competition... get their sample lines into market first. Their transportation costs are low.

DEDUCTION: They take advantage of SLICK's speedy on-time delivery, reduced rates, and low \$1.00 minimum charge.

Certificated Scheduled Air Carrier • Member ATA

SLICK Airways Inc.

H.Q. 3415 Cedar Springs Road, Dallas, Texas

Domestic and International Air Cargo • Airmail
Air Express • Overseas passenger Charter



WORLD WIDE Ceramic Ash Trays

Handsome, high-quality, good-will reminder that stays on your customer's desk every day in the year. It's the inexpensive way to keep your name or product out in front of the rest!

Highly glazed ceramic ash trays picture your firm, product, trademark or service. Some firms use these ash trays for unique and impressive "calling cards" imprinted with names of individual representatives at slight extra cost.

Many organizations, such as City Service, DuPont, Gaylord Container Corp., General Electric, General American Life and Pennsylvania Railroad, have used "World Wide" Ash Trays. These attractive business reminders can do a good job for your firm too! For complete information and name of your nearest "World Wide" distributor, drop us a card today.

WORLD WIDE Art Studios

112 Keepsake Lane
Covington, Tennessee

The
New Yorker
really
gets
around!



Take Pennsylvania. Although The New Yorker goes to over 275 cities and communities in 67 counties of the Keystone State, in rich trading areas such as Philadelphia and Pittsburgh, concentration is heavy—prime reason why The New Yorker sells quality merchandise in quantity. The New Yorker enjoys readership in many social and athletic clubs throughout the state. To name one: The Racquet Club of Philadelphia—more than twenty-five per cent of its members are subscribers. All this emphasizes The New Yorker's influence with influential Pennsylvania.



THE
NEW YORKER

New York, Chicago, London, San Francisco, Los Angeles

LETTERS

Now," Jan. 4, p. 34) was just great. It was written with great care and feeling—and for the first time in ages I find that the facts were right and not even a misplaced comma.

John Tassos

Kenyon & Eckhardt Inc.
New York, N. Y.

only 70 million short

EDITOR, SALES MANAGEMENT:

We at Keystone are highly elated by the generous space you devoted to and also the content of your objective story, "Keystone, Radio's Little Giant, Sells and Serves Rural America" (Jan. 18, p. 84).

Believe me, our delight is in no way tempered by the typographical error that crept into the caption under my photograph on p. 86, but we thought we would draw your attention to it, keep the record straight.

"A population of 14 million" should read, according to your own reliable figures, 84,563,865—a differential of around 70 million! This is the 51% of the country that Keystone serves and to take further advantage of your courtesy in publicizing this correction, we would also like to point out that this 51% coverage of the U. S., in terms of the new 1956 Nielsen Coverage Study, means 23,965,340 radio homes.

Sidney J. Wolf

President
Keystone Broadcasting System, Inc.
New York, N. Y.

sales speakers wanted

EDITOR, SALES MANAGEMENT:

I recall that in one of your past issues you had a list of speakers, together with their fees, who would be available for sales meetings. Our company plans to have their annual sales convention in late May or June 1957 and I was wondering if you would have such a list available at this time.

E. G. Holt

Vice-President
Cone Mills Inc.
New York, N. Y.

► National Sales Executives, Inc., 136 East 57 St., New York 22, N. Y., issues a fine list of speakers, topics, and fees.

FEBRUARY 15, 1957

Appreciated In Business The World Over



D. LeRoy du Vivier, General Manager for North America for Sabena Belgian World Airlines, tells why he's sold on flowers-by-wire

"We operate an international business, and flowers speak an international language. Sabena is one of the world's most experienced airlines, flying from New York to 96 cities in Europe, Africa, and the Middle East in luxurious, four-engined DC-7C equipment. Naturally we have many friends and business associates all over the world and we have found that wiring flowers through F.T.D. and Interflora is the best and most convenient way to send the gift that's business-like, yet gracious."



It's so easy to Wire Flowers



FAST! Ask your secretary to call your F.T.D. Florist. Order is on its way in minutes.



WORLD-WIDE SERVICE! 20,000 F.T.D.-INTERFLORA members deliver in a matter of hours.



GUARANTEED DELIVERY! No worries about your gift "getting there". Delivery is fully assured.



Florists' Telegraph Delivery Association

MAGAZINE BOX SCORE 1950-1956

Magazines have scored a 22% gain in advertising pages since 1950. But the gain shown by magazines in the news and management field is more than double that figure—a healthy 48.6%. In both fields "U.S. News & World Report" stands out—in first place.

U.S. News & World Report

... leads the news and management field in advertising page gains.

... leads all magazines in advertising page gains.

... leads the field in net paid circulation gains.

... leads the field in newsstand sales gains.

There is good reason why these facts of record are what they are. "U.S. News & World Report" concentrates exclusively on the essential news—original and useful news which can be found nowhere else. As a result, it has attracted—and only through the most voluntary circulation methods—a bigger and bigger market of America's high-income managerial men of importance and their families.

An advertising dollar invested in "U.S. News & World Report" buys more managerial circulation, and more families with incomes of \$7,500 or more and \$10,000 or more than in any other magazine in the field. More and more major companies realize the efficiency, the economy, the effectiveness of advertising in "U.S. News & World Report." It covers—and converts—their very best prospects.

Put its unique advertising power behind your selling efforts—now.

TOP 10 MAGAZINES IN PAGE GAINS 1950 vs. 1956

	Page Gain
1. "USN&WR"	2,088.00
2. BUSINESS WEEK	2,075.16
3. NEW YORKER	1,415.13
4. FORTUNE	858.25
5. LIFE	839.27
6. SUNSET	829.23
7. NEWSWEEK	711.80
8. LIVING	594.09
9. CHARM	399.96
10. FORBES	380.77

Source: Publishers Information Bureau

NOW MORE THAN **875,000** NET PAID CIRCULATION

... a market not duplicated by any other magazine in the field

TOTAL ADVERTISING PAGES

News and Management Field, 1950 vs. 1956

	1950	1956	Page Gain
"USN&WR"	1,116.49	3,204.49	2,088.00
BUSINESS WEEK	3,788.64	5,863.80	2,075.16
FORTUNE	1,175.25	2,033.50	858.25
NEWSWEEK	2,538.84	3,250.64	711.80
NATION'S BUSINESS	396.48	544.35	147.87
TIME	3,332.69	3,449.89	117.20
News and Management Field	12,348.39	18,346.67	5,998.28
All Magazines	68,320.97	83,358.83	15,037.86

Source: Publishers Information Bureau



An essential magazine
Essential to more and more readers

Essential to more and more advertisers

TOTAL NET PAID CIRCULATION

News and Management Field, 1950 vs. 1956

	June, 1950	June, 1956	Gain
"USN&WR"	364,636	820,978	456,342
TIME	1,585,237	2,036,997	451,760
NEWSWEEK	815,359	1,063,281	247,922
NATION'S BUSINESS ..	675,251	776,287	101,036
BUSINESS WEEK	202,344	280,682	78,338
FORTUNE	253,432	278,748	25,316

Source: Comparison of Publishers' Statements to Audit Bureau of Circulations

America's Class News Magazine

Advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other offices in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, and Washington, D. C.

Want a Powerful Stimulant for

Here's how you can get it

If you want to give your whole sales program a *lift* at every level of selling...you should know more about slide-charts. And that means you need the free PERRYGRAF IDEA STARTER KIT. This advertisement will tell you what a slide-chart can do for your sales program—and how to get the Idea Starter Kit.

What is a Slide-Chart?

A slide-chart is a simple device that puts product facts at the fingertips of salesmen, prospects and users. In one move of a slide or turn of a disc, your slide-chart can select equipment, solve mathematical or engineering problems, tell a sales story graphically.

And what a lift this simple, inexpensive device can give your whole selling program, as a daily-used tool or as the central theme-device of your sales-and-advertising campaign. Properly designed and promoted, your Perrygraf Slide-Chart can do all this:

Build a cream prospect list for salesmen and direct-mail follow-up, by offering a slide-chart (in mailings and publication ads) as bait for informative inquiries. By relating your slide-chart to your product, you get top appeal to prospects—with no "curiosity" response. One manufacturer of power plant instruments built a 10,000-name "blue chip" list in four weeks—by offering a Perrygraf Slide-Chart.

Give your salesmen a useful "door opener" and "conversation piece"—in response to inquiries, or on cold calls.

Inject your product—and necessary data—at the buying moment. You'll get direct orders and requests for salesmen's calls from prospects who have and use your slide-chart.

Suggest related equipment along with the primary purchase. This increases the order—at no additional sales cost.

Present your sales story graphically

and understandably—what your product does, how it works. One equipment manufacturer substituted a two-ounce device for a 500-lb. working model—and made every salesman an active demonstrator.

Make expert salesmen out of order-takers—your own sales force, jobbers' salesmen, retail sales people. Salesmen give prompt, accurate answers to questions...inspire confidence...often close sales before competition can respond to inquiry.

Keep your product sold, by showing customers how to use product correctly and get maximum value and satisfaction from their purchases.

These are the purposes for which the outstanding companies listed below are using Perrygraf Slide-Charts. They can do the same for you—easily and economically.

What about Costs?

Your Perrygraf Slide-Chart will

A Few of the Many Hundreds of Perrygraf Repeat-Order Customers

General Motors
Chevrolet
Oldsmobile
Frigidaire
Delco
Hyatt
Ford Motor Co.
Mercury
Lincoln
Chrysler Corporation
Chrysler
DeSoto
Plymouth
Airtemp
Armstrong Cork
Goodrich
Goodyear
Firestone
Prudential
Hartford Accident
Aetna Insurance
Employers Mutual
Sundstrand
DeKalb Agricultural
National Cylinder Gas
Penn Mutual
Nordberg
HoloKrome
Allied Chemical

United States Steel
Bethlehem Steel
Republic Steel
Jones & Laughlin
Procter & Gamble
Union Carbide
Masonite
Caterpillar
Anaconda
Hotpoint
Swift
Armour
Timken
Crane
Roebling
Libbey-Owens-Ford
Owens Corning Glass
Motorola
Business Week
Cincinnati Milling
Warner Swazey
Lamson & Sessions
IRC
Iowa Farm
Chain Belt
Jefferson Electric
Cherry-Burrell
Hoffman Farm Seeds
Coleman Lamp & Stove

AT & T
Standard Oil
General Electric
Westinghouse
Zenith
IBM
Royal Typewriter
Sperry
Allis-Chalmers
Alcoa
Munsingwear
Wyeth Drug
Pfizer
Merck
Mead Johnson
Mallinckrodt
Smith, Kline & French
U. S. Gypsum
Ralston Purina
Hallcrafters
Ohmite
Philco
Sylvania
Air Reduction
Falk Corporation
Crown Zellerbach
Creamery Package
Sawyer Biscuit
Commercial Solvents

International Harvester
John Deere
Sears Roebuck
U. S. Rubber
Borg-Warner
Western Union
Douglas Aircraft
United Airlines
American Airlines
TWA
Pan American
North American
Minneapolis Honeywell
Square D
Allied Radio
Camel Cigarettes
Bendix
Seiberling
Mansfield Tire
Atlas Supply
Shure Bros.
Southern States Cooperative
Jeffrey Mfg.
Hammermill Paper
Rockford Paint
Starrett
Peoples Gas
York Corp.
Le Tourneau

Your Whole Sales Program?

...at amazing low cost!

surprise you with its low cost. Many manufacturers have discovered that slide-charts replace cumbersome, expensive handbooks at far lower cost. For example, a 400-page manual (calling for a lot of pencil calculations every time it was used) was replaced by one Perrygraf Slide-Chart—at a substantial saving.

Actually, Slide-Charts average about 15¢ each—which means that you can put 10,000 Slide-Charts to work for the cost of one or two business-paper advertisements.

Slide-Chart Designing is a Job for Experts...

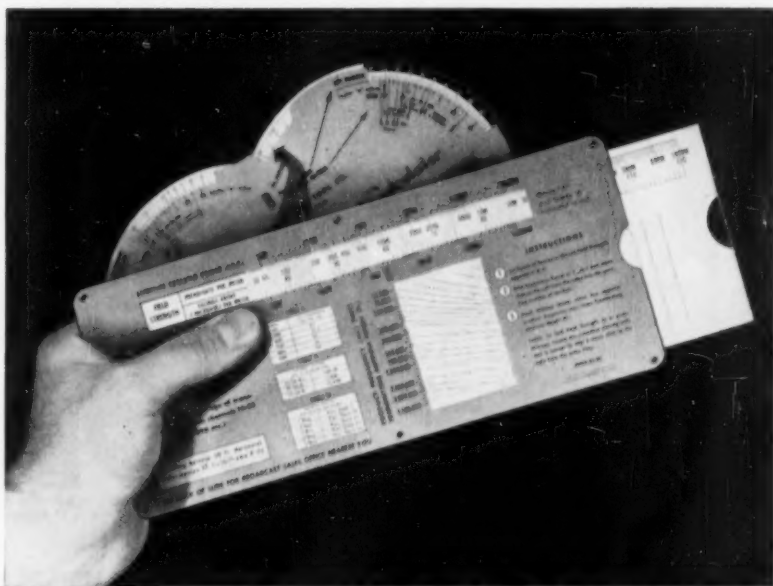
Call on Perrygraf

A slide-chart can inject a powerful punch into your whole sales and advertising program. But to be most effective, it must be simple and easy to use. Instructions must boil down to a few direct commands printed on the face. Operations must reduce to one or two simple movements of the fingers. Manufacturing craftsmanship must be accurate.

That is why leaders in every field—many with large engineering staffs of their own—turn to Perrygraf for design and manufacture of slide-charts.

Perrygraf Corporation, originators of slide-charts, has produced more than 16,000 different designs, and holds more than 6,000 copyrights.

You will be surprised at what a molehill can be made from a mountain of problems. And Perrygraf design will save you money, too. Just tell us what you would like your slide-chart to do, how you are handling the problem now, and about how many you might use. We will tell you promptly, at no obligation, how it can be made, and what it will cost.



What IS a Slide Chart? A Perrygraf Slide-Chart, at the pull of a slide or the turn of a disc, gives information needed to specify your product. One simple operation selects the right item...solves essential engineering or mathematical problems...shows how your product operates.

GET ALL THE FACTS ABOUT SLIDE-CHARTS ... QUICKLY, EASILY AND FREE



You're the expert on slide-charts... when you have this handy file folder, custom-assembled to fit your industry. Write for your free Idea Starter Kit—you'll get it by return mail.

The Slide-Chart Idea Starter Kit is loaded with ideas and information—all the facts and material you need to put slide-charts to work for your company. It's colorful and interesting...and free.

Actual samples and case histories in your field...simple how-to-plan form...colorful illustrated booklet on Slide-Chart design and use. Remember—Perrygraf, originator of slide-charts, handles your design needs from raw figures to finished job. Write for your FREE Slide-Chart Idea Starter Kit...today.

PERRYGRAF CORPORATION

Founders of the slide-chart industry—over 6,000 copyrighted designs

Dept. 5-27, 1503 Madison Street—Maywood, Illinois—Fillmore 3-0233

Dept. 5-27, 150 S. Barrington Avenue—Los Angeles 40, Calif., Granite 2-9541

Boston, Ivanhoe 4-4729 - Buffalo, Madison 6017 - Chicago, Fillmore 3-0233 - Cincinnati, Plaza 1-4218 - Cleveland, Academy 1-1199 - Detroit, Tuxedo 2-2472 - Kansas City, Victor 2-6580 - Minneapolis - Los Angeles, Granite 2-9541 - New York, Wisconsin 7-6906 - Philadelphia, Kingsly 6-3791 - Portland, Butler 9-5165 - St. Louis, Mission 5-4790 - San Francisco, Yukon 2-6641 - Seattle, Seneca 6096

PERRYGRAF

SLIDE-CHARTS

Quick Facts for Stronger,
Simpler Selling



Sales

IN THE CAROLINAS



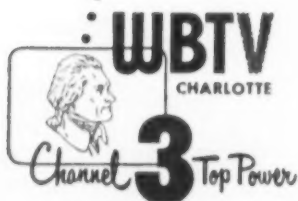
power

Axiom—The Sales Power of any advertising medium must be measured in terms of sales results.

Medium—Sales Power in the Carolinas finds its most successful measure in WBTV Television.

Dictum—WBTV Sales Power results directly from continuing Jefferson Standard leadership in all phases of television operation in the dynamic Carolinas.

Counsel—Let WBTV demonstrate its superior Sales Power for your product or service. Get quick results by phoning your nearest office of CBS Television Spot Sales!



JEFFERSON STANDARD BROADCASTING COMPANY



What to Do ... How to Do It ...

When You Take an Idea to Top Management

What do you want to sell to "the brass?" Change of policy? Program of action? A budget? If you are to get the nod, you must present a clear and organized case, talk in terms of management benefits, anticipate objections, and supply a full measure of supporting facts and figures.

BY E. C. BILL • Administrator, Presentations
Radio Corporation of America, Commercial Electronics Products

I like to call it "the soft sell in the iron glove." It is a method for

1. Making certain your proposal to management offers management an attractive return on cost.

2. Making a case for this proposal which is as nearly as possible unassailable.

3. Presenting the proposal so as to accomplish the most without arousing doubt or suspicion by trying to accomplish too much.

Prime reason for rejection of hot ideas by management is that, from the standpoint of management, the ideas are not any good.

Why, then, are the ideas ever proposed? Because of the great gulf which unavoidably exists between the thinking patterns of management at the top and the thinking patterns of everyone else in a business. The gulf is there, deep, dark, and treacherous, and we will drop into it if we don't look out. Proposed here is a method of avoiding such a fate.

The next most frequently cited reason for rejection of ideas is the

presence of glaring flaws in logic: false assumptions, non sequiturs, the exhibition of plain ignorance resulting from the totally unwarranted belief on the part of the one making the presentation that because he is an expert in a specific field he understands several other fields. The basic proposition may be sound, but its merit is entirely obscured by the falsity of the supporting data and the reasoning.

Ranking third as a cause of disaster I would rate overstatement. Not *wrong* statement, but that tendency to overestimate rewards and to underestimate costs and difficulties. This is common to all enthusiasts except the sternest self-disciplinarians. Palpable overstatement can result in such a loss of confidence that the real heart of the idea is never considered.

Contrary to what seems to be a fairly prevalent view, it has been my experience that very few sound ideas fail to be sold to management because of a neglect of audio-visual aids or other attention-grabbing fancy devices. Management men are smart. All they need to be persuaded is a clear and simple statement of the case—if it is a sound case.

It doesn't take a bar chart in six colors to convince a man who has successfully dealt with intricate figures all his life that 12% is twice 6% and that 48% is 8 times 6%. Nor do you have to show him the faces of a mob stretching off into infinity to get him to admit that 20 million people is a lot of people. I am convinced that the fault usually lies not in the *manner* of presentation but in *what* is presented.

The question then is: How do we arrive at that salable *what*? I suggest that we do it by resolving to management's advantage—and therefore our own—this equation:

$$S = \frac{MDP}{MFL}$$

Success of the proposal equals Management's Desire for Profit divided by Management's Fear of Loss.

No member of top management can improve his position except by protecting and improving the profit position of the organization. Yet

squarely between him and his desire for profit stands the fear of loss and, when large investment is required and the unknowns are many, this fear can rise to nightmare proportions.

We must do our job so well, and with such ruthless honesty, that no such thing can happen.

There is a method for this. It is simple, but arduous. To be worked successfully, each step must be written out on paper in brief, clear terms. This is what you have to do:

Step one: State exactly what the idea is, as nearly as possible in terms which can be grasped by your 11-year-old daughter. Until you can do this you don't know what the idea is yourself.

Step two: State the value of the idea to your organization. Answer this question: Why should the owners of your business take X number of dollars and risk them in this scheme rather than use the same dollars in

any of dozens of other profitable ways?

To do this as it should be done you will have to write out a profit and loss statement projected for at least five years. Also a yearly statement of return on investment. A big job, but there is no better way to be sure that you have considered *all* the important factors.

Step three: List the assumptions you have had to make. How reasonable are they? Pick from among them those which can be verified, or partly verified, by obtainable fact or expert opinion. Get those facts and opinions.

Step four: On the left-hand side of a sheet of paper list the advantages of the proposed course of action. On the right-hand side list the disadvantages. What does the quotient of desire for profit divided by fear of loss appear to be now? What can be done to eliminate or diminish some of the

(continued on page 130)

E. C. Bill: Autobiography Of a Fireman



The author (right) and daughter

My background is a personnel man's nightmare. From age 14 on, out of school much more than in because of illness resulting from head injury. Somehow got into college, even passed mid-year and final exams in one or two subjects without taking the courses. Then flunked out. Yale was the institution which wisely decided it could make its mark without me. Central Hanover Bank later decided same thing. Also Price Waterhouse.

After brief and, believe it or not, moderately successful career as actor, was flattened by more illness resulting in paralyzed vocal cords. Ability to speak essential to actor.

Decided on kill or cure. In six years' heavy labor (mines, ranches, factories) gained 65 pounds, became strong as proverbial horse. Fifteen operations made voice operational, if husky. Bone graft fixed up head.

Hal Horton, ad director of Singer Sewing Machine Co. (heart as big as whale's), put neck in noose, hired me. All went well. Horton taught. I learned. Parted friends. Never forget Horton. RCA next. Treats me good. Allows me to call self administrator, presentations, Commercial Electronic Products. Duties: do what told to do.

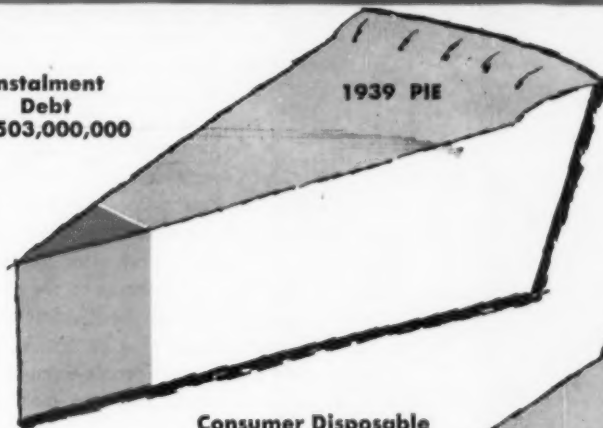
Report to J. P. Taylor, advertising and promotion manager. Famous man in electronics business. Patient. Let's me devise sales presentations, make movies. Also promote computers—giant brains—best on market—also other things, sort of as needed. Calls me his Fireman. Take it as compliment. Not expert in any one thing. Just determined. Try to help pull things together. Try to use common sense. Try to remember that what works, imperfect as it may be, is better than what won't work, no matter how many dreams it promises to satisfy. Try not to rule out dreams, just use sensibly.

Country boy. Born Faribault, Minn., 1910. Very small midwest town. Father is A. H. Bill. Nearly 80. Still making living as free-lance writer. Subject: of all commercially impossible things, History.

Wife is former Valentina Tschebotareff, now lecturer at Princeton. Sometimes lectures me. Good thing, too.

Instalment Debt: A Bigger Bite of a Bigger Pie

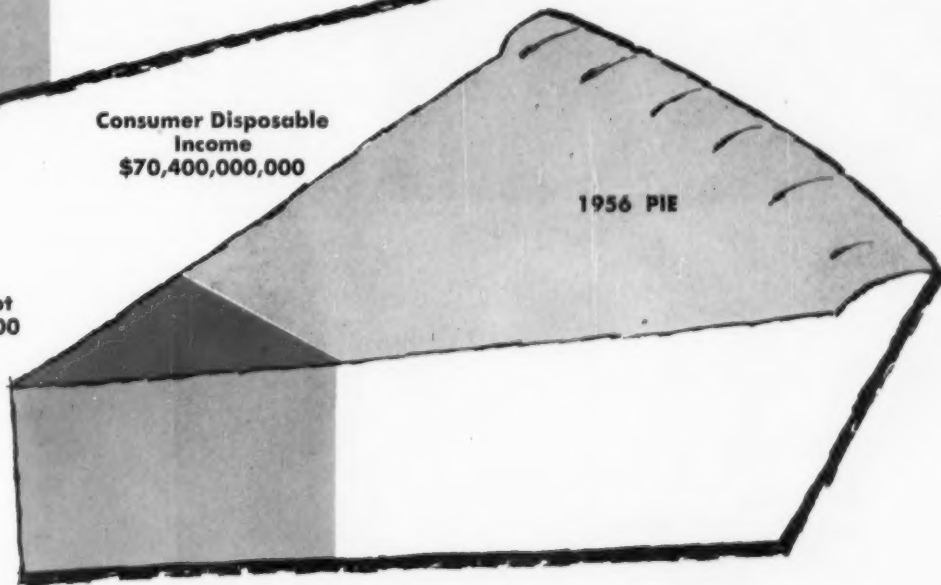
Instalment Debt
\$4,503,000,000



1939 PIE

Consumer Disposable Income
\$70,400,000,000

Instalment Debt
\$30,644,000,000



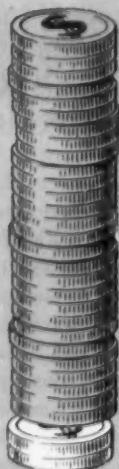
1956 PIE

Consumer Disposable Income
\$288,300,000,000

1939

Out of every \$100 of Disposable Income the consumer paid out

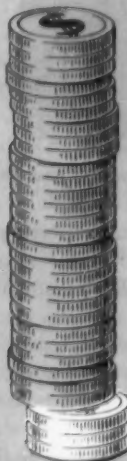
\$6.30 for Instalment Debts



1956

Out of every \$100 of Disposable Income the consumer paid out

\$10.60 for Instalment Debts



Source: Speech by A. L. Trotta, Research Director, Credit Management Division, National Retail Dry Goods Association. Based on Federal Reserve Board figures.

PICTOGRAPH BY
Sales Management
Designed by HILL-DANFORTH, INC.



The Sales Manager Moves Up

William H. Curtiss, Jr., stepped into industry after nearly five years in the Navy. When he came out of active naval service in 1946 he was a lieutenant commander, had been, for two years, in command of an escort vessel in the Pacific. Now, hardly more than a decade later, he's been named a v-p of Owens-Corning Fiberglas Corp. and general manager of the Pacific Coast Division. Bill Curtiss began with his company as a salesman, worked in Cleveland, Detroit and Toledo, a year after joining the company became administrative assistant to the president. He became textile sales manager of the Pacific Coast Division in '51, general sales manager of it in '55. As yet he's not 40 . . . During his school years people thought Bill would be a journalist—at Deerfield Academy he was editor of the year book as well as senior class president. But by the time he graduated from Williams with a Phi Beta Kappa key to his credit, he wasn't too sure. So his first job was assistant to the president of the college. Then the Navy got him. During those lonely watches in the South Pacific he decided that in a burgeoning postwar economy his best opportunities lay in sales . . .



Florida's Industrial Cog Becomes AMF'S Marketing Wheel

For the past year John C. Dabney, a Seattle product who ended up in Florida, has been successfully enticing industry to that winter haven in his capacity as director of industrial development for the State of Florida. Now he's joined American Machine & Foundry Co. as director of marketing. He'll advise AMF business units and groups on all phases of marketing, customer relations, marketing research, product planning and advertising and all phases of sales promotions. That's a big order for a big company that manufactures everything from tobacco-making machinery to bicycles. But John Dabney used to be director of marketing for the country's largest manufacturer of printing presses, Harris-Seybold Co., and he's used to seeing and helping wheels go around. He's had 30 years in marketing, looks on it as a job to be done by professionals, as a science. A big man—6' 2", weighs 195—he's become an authority on sales compensation . . . His hobbies lie in the sports field: "My two boys are sort of hobbies, too" he says. One graduated from Dartmouth, the other from Harvard. All of them take a special interest in Papa's standard poodle who has a way of copping dog show cups.

THEY'RE IN THE NEWS

BY HARRY WOODWARD



Another Firestone for Firestone

After five years as v-p in charge of research and development, and a long sales career, Raymond C. Firestone (right) has become the new president of The Firestone Tire & Rubber Co. But life hasn't been the air-cushioned ride you might suppose for this fourth son of the late Harvey Firestone (portrait above). He grew up hearing the rubber business talk that characterized his father's life, liked what he heard, wanted to get to the top himself. But his problems were typical of a man who carries both the weight and the burden of an illustrious family name. After he graduated from Princeton (he was elected "most likely to succeed") Raymond Firestone joined the Sales Department of the company. He was immediately given the job he wanted—service station attendant of a Firestone store in Los Angeles. When he learned all he could from the job he became a commercial salesman. Then he moved east to Richmond, Va., as assistant manager of the Southeastern sales zone. Later, when the Firestone plant in Memphis was established (1936), he was assigned the plant managership. Then he took over all production and sales operations of the company in the Southern states . . . A sports enthusiast—he was captain for two years of his Princeton polo team—he is also a deeply religious man who serves St. Paul's Episcopal Church, Akron, as senior warden . . . With him here: Harvey S. Firestone, Jr.



They're Off . . . Meet Mr. and Mrs. Bill Doniger. He's executive v-p of McGregor-Doniger. Every year he and his wife takes a long trip filled with scouting fashions, teaching sales methods, and promoting good will.

The World Is Their Territory

Harry and Bill Doniger, president and executive v-p of McGregor-Doniger, Inc., make both a sport and a business of ocean-leaping. They're expanding overseas markets as they ramble, and picking up, from sports apparel worn in foreign lands, ideas adaptable to the American taste.

Harry took the high road to the Orient.

Bill took the low road to Europe.

Between them, Harry Doniger, president of McGregor-Doniger, Inc., and his brother Bill, executive v-p, girdled the globe last year in behalf of their company. They're a double-threat team: Harry—who started his career as a salesman—concerns himself primarily with sales and marketing; Bill concentrates on fashion ideas adaptable to the sportswear company's line.

But each man looks on himself as an ambassador of good will for McGregor. For years, since they became executives of the firm their father

founded ("Dad started the entire sportswear business, as such," Harry likes to say.), the Donigers have spent their vacations roaming the world, meeting their distributors and licensees, talking with designers, conducting sales meetings, teaching American marketing methods to McGregor personnel, from Singapore to Paris.

And to let their American friends and retailers know what they're doing, both Donigers regularly send out, from foreign places, unusual and interesting letters, headed by art work maps. The letters tell about McGregor activities in all parts of the world, feature lively commentaries on

foreign customs and bits of political and economic talk.

This year Harry went West to New Zealand, the Philippines, Hong Kong. Bill covered Europe—Rome, Paris, Zurich, Amsterdam, to name a few of his stops—and retraced some of Harry's steps, treading on his brother's toes in Hong Kong and Honolulu.

Each man takes his wife with him on these business-pleasure junkets: The Donigers believe that mutual understanding between peoples brings mutual respect. Their wives have come to know many of the families of McGregor personnel wherever they have traveled. In the Philippines, for example, where her husband formally opened the new plant of one of McGregor's latest licensees, Mrs. Harry—who has come to be an authority on the company's operations—met and entertained the wives of the licensees and Philippine officials, including the wife of the president. Mrs. Bill, who has a keen eye for fashions, keeps it peeled for foreign styles which McGregor can adapt.



Brother Harry . . . president of McGregor, tours, too. Here he is with two of his licensees in Manila. The Manila associates just opened a brand new factory and Harry cut the ribbon.



And Mrs. Harry (right) does her share, too. In Manila she entertained Mrs. Magsaysay, (center) wife of the Philippines president. With them there: Mrs. Garcia, wife of the licensee.



The Scouter and the Buyer . . . Bill Doniger and one of McGregor's California buyers toured Rome's shops for ideas.



McGregor in Cuba . . . Bill and the Cuban licensee tossed a Latin dinner (note daiquiris) for all McGregor personnel.



Geisha Gala . . . in Japan Mr. and Mrs. Harry Doniger sampled the traditional hospitality of a Geisha house: McGregor-Doniger's Japanese personnel showed them the local sights.



Home Again . . . the Doniger brothers always have a good time comparing notes and fashions when they meet in N. Y. headquarters. That's a South Seas skirt that they're admiring.



BILL'S BONANZAS . . . hopi coat, bulk sweater, toggle coat, shawl collar: All these Bill Doniger brought back from his foreign travels and put into McGregor's line.

McGregor has an interesting history. The company was founded by David S. Doniger, father of Harry and Bill, in 1921. The senior Doniger began with an importing business—golf hose and headgear from Scotland. Three years later he began to manufacture, using domestic woollens and imported fabrics. But it wasn't until last fall that the trade name, McGregor, became part of the company title: At that time David S. Doniger Co., Inc., went on the big board of the Stock Exchange with a new name: McGregor-Doniger, Inc.

McGregor has 13 affiliated companies in the U. S. and eight licensees,

in Cuba, Costa Rica, Venezuela, Colombia, Holland, New Zealand, South Africa and the Philippines. Sales for 1956 were in the neighborhood of \$52 million. The company distributes through 7,400 men's shops, department stores and other retail outlets. It has never sold through wholesalers. Each year for the past five years, the advertising and promotional budget has hit \$1 million.

Although the company exports its products to almost all parts of the world where dollar exchange is available, import restrictions made necessary a licensing program. But income from all foreign sources accounted for

less than 5% of company sales in '55. Part of the Doniger's travel philosophy is based on upgrading this facet of McGregor's business. With American marketing methods they believe foreign business can be built up.

Harry's latest trip bore out this reasoning: In Australia he signed a new licensee, making Australia the ninth country in which McGregor sportswear is manufactured. In the Philippines he formally cut the ribbon to open a new and modern McGregor plant. And of course he took in the Olympic games: "A perfect opportunity to see what young people, from all over the globe, are wearing."

The End

ROUND the WORLD for FASHION
with **BILL DONIGER**

Letter #6 BOMBAY, INDIA

Dear Fellowes:

Last night at the airport, for the first time I actually saw the famous diamond-in-the-moon being worn. The girl was beautiful -- black-haired with a real cafe-au-lait complexion, and a perfectly lovely diamond on the right side of her nose. What a picture . . . complete with the most beautiful costume I have ever seen. Plaid silk undershirt with a white blouse, and over it a softly-draped chiffon skirt completely embroidered in pale pastel flowers with gold in the border. It would have been worth a stop-over in Bombay just to see this lovely girl.

While I'm writing from Bombay, my subject really has to deal with all of the Far East. For one of the most interesting developments over here, a development that I think will be an important part of our Spring '56 thinking, is a most unique Oriental fabric from India. I think it's one of the world's three great naturals, with Batik from Indonesia and Madras from India.

The Oriental technique of processing hasn't changed in 5,000 years. Normally, the fabric is printed on 15-inch-wide goods. You buy it by the piece, not the yard. A piece is 13 yards. It is heavily starched, makes up into kimono, children's outfits, we can see it as men's swim trunks and shirt combinations.

Talking with some of the leading local textile people, we found the method to shrink this fabric. Another way is to have special goods made in 18 inch width to shrink down to 16 inch, though we use the exact same hand-press and hand-control method. Hot machine printing. This ought to be a big feature in our forthcoming lines and I'll bring you details when I get back.

Another very interesting item you see here in the Orient is the flying of boy's fish kites -- a great tradition especially in Kyoto. The boys fly

harry doniger
goes new places with new ideas

From "Down Under" -- Australia
November 29, 1956

Dear Fellowes:

The moment we entered Sydney, Australia, we sensed the bustling activity of a vibrant country -- we felt as if we were home. Australia would be the with state of the Union. Did you ever know Australia was full of vitality? All I know about it was that they raise sheep.

The two most important cities are Sydney and Melbourne. Sydney is the city of sport. There are twenty-seven swimming beaches around the city -- some only ten minutes from downtown, such as Bondi. Can you imagine yourself going swimming during your lunch hour? They do -- in their magnificent surf. There are thousands of tennis courts all over the city. Every playground plays almost as soon as it can walk.

The harbor views are magnificent and we saw them from every angle. They didn't let us forget -- sailing competes with surfing and tennis as the most popular sports. By the way, the middle-aged Aussie plays golf and "bush" cricket & game. But they all have one thing in common -- they love their wonderful Australian beer.

Now to Melbourne -- the other great city. We went to visit the Olympic Village and the magnificent facilities for the game. Melbourne is a beautifully laid out city of gardens and parks -- usually conservative but very excited at the moment because of the Olympics.

Australians love Americans. They are the warmest and most hospitable people we have ever met. They have a wonderful sense of humor which shows in the colorful expressions they use -- within ten minutes they were calling me a "Fair Dinkum", which is Australian for a "regular guy".

The Australian vocabulary is colorful -- after a few days, we, too, were using these expressions:

waffling	- talking too much (that's me)
stake	- guy
com	- good guy
looker	- very good guy
got 'em	- got going they copied that
stake it	- from us
fish out like a lizard	- good fellow
drinking water	- too busy

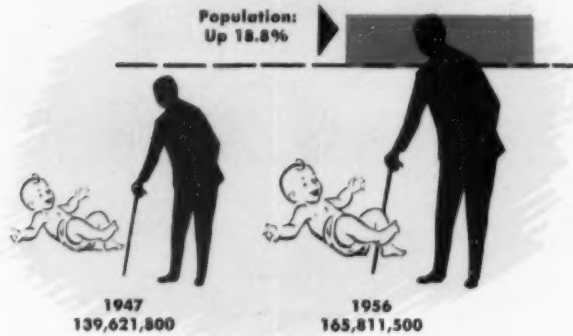
McGREGOR SPORTSWEAR • 303 FIFTH AVENUE • NEW YORK 16, N. Y. • U. S. A.

THE GOOD WORD . . . wherever Bill and Harry Doniger travel they take their friends and associates with them via newsy, chatty letters like these. People love 'em.

The Best Decade Yet

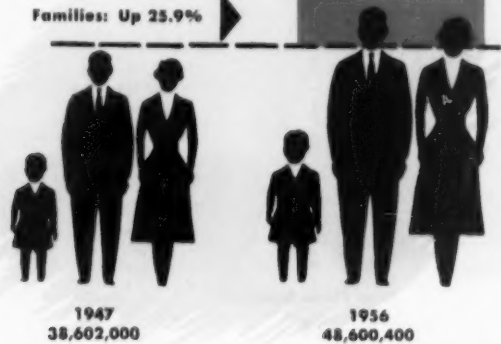
The blueprint for advances in future years can be found in past progress.
So, take a look at how far we've come in just ten years.

MORE BABIES, LONGER LIFE SPAN



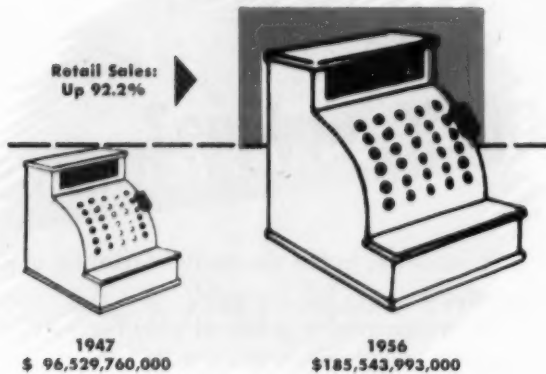
A DECADE OF MATRIMONY

Families: Up 23.9%



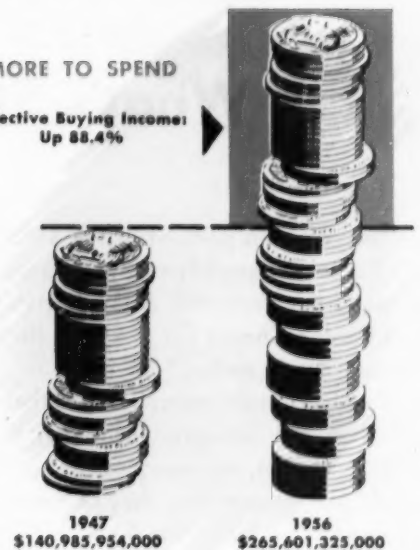
MORE TO BUY

Retail Sales: Up 92.2%



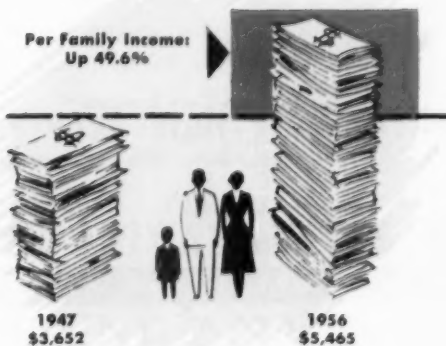
MORE TO SPEND

Effective Buying Income: Up 88.4%



BETTER LIVING

Per Family Income: Up 49.6%



... and the decade ahead looks even better!

PICTOGRAPH BY
Sales Management

Source: Sales Management's "Survey of Buying Power,"
May 10, 1947 and May 10, 1956 issues.

CHECK YOURSELF AGAINST THIS SAMPLE

38 firms contrast their lines today with 1945. Listed below are the number of firms that report their products today

	A Substantially the same	B Basic products but greatly improved	C Products established but new to our firm	D Product is utterly new to us and to industry
0%	11	7	26	20
10%	9	5	3	7
20%	3	3	5	2
30%	1	1	1	2
40%	1	3	2	0
50%	2	5	0	1
60%	1	1	0	0
70%	3	3	1	1
80%	4	3	0	1
90%	1	3	0	2
100%	2	4	0	2
Total Firms Reporting		Total Firms Reporting	Total Firms Reporting	Total Firms Reporting
38		38	38	38

What's Still Old in Your Line?

"Seventy-two percent of the \$1 billion volume of Radio Corporation of America of 1955," recently declared Will A. Foster, vice-president, The Borden Cheese Co., "was on items not being made 10 years earlier."

If a cheese sales executive was that much interested in the new-product development of an electronic firm, we reasoned that all sales chiefs would like to know how they rate with other firms

and industries in the successful marketing of new products.

So we queried a group of you. For your convenience in checking the results of this survey against your own firm and industry we have charted above, the summary; below we list 36 product percentages according to the description of his line written by each sales executive respondent.

1. Woodworking Saws

- A. 10%
- B. 90%
- C. 0%
- D. 0%

2. Vinyl-Floor Covering, Wall Covering, Counter Topping

- A. 0%
- B. 0%
- C. 0%
- D. 100%

3. Tool & Mops

- A. 10%
- B. 80%
- C. 0%
- D. 0%

4. Electronic Components and Magnetic Amplifiers

- A. 10%
- B. 0%
- C. 0%
- D. 90%

5. Lawn Care Equipment

- A. 6%
- B. 40%
- C. 5%
- D. 2%

6. Paints

- A. 10%
- B. 80%
- C. 0%
- D. 10%

(continued on page 40)



IN INDIANAPOLIS

they Buy More because they Have More!

● You can build a healthy sales figure in the big Indianapolis market where every advertising dollar really pulls its oar! Why? Because average annual income per family is \$6,669 . . . 39.3% above the national average.*

That's why Indianapolis citizens are buying more of everything from exercise machines to sewing machines . . . why Indianapolis ranks 7th in retail sales per capita among cities of 600,000 and over!

And it's not only a RICH MARKET . . .

- It's Big.
- It's STEADY . . . unsurpassed for diversification and balance of industry and agriculture.
- You get SATURATION COVERAGE of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Indianapolis Star and The Indianapolis News. Write for complete market and circulation data.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Sales Management, Survey of Buying Power, May 10, 1956

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



FEBRUARY 15, 1957

39

7. Life Preservers, Sleeping Bags, Hunting & Fishing Apparel
 - A. 10%
 - B. 60%
 - C. 20%
 - D. 10%
8. Home Heating & Cooling Equipment
 - A. 8%
 - B. 92%
 - C. 10%
 - D. 0%
9. Automatic Packaging Machinery
 - A. 0%
 - B. 10%
 - C. 0%
 - D. 90%
10. Outboard Motors
 - A. 0%
 - B. 100%
 - C. 0%
 - D. 0%
11. Dry Coffee Cream
 - A. 12%
 - B. 40%
 - C. 0%
 - D. 48%
12. Storage Battery
 - A. 0%
 - B. 100%
 - C. 0%
 - D. 0%
13. Metal Window Weatherstrip
 - A. 0%
 - B. 0%
 - C. 0%
 - D. 100%
14. Construction Equipment
 - A. 15%
 - B. 35%
 - C. 20%
 - D. 30%
15. Valves & Controls for Refrigerators, Oil & Gas Heating
 - A. 15%
 - B. 77%
 - C. 5%
 - D. 3%
16. Industrial Paints
 - A. 15%
 - B. 25%
 - C. 0%
 - D. 75%
17. Electrical Appliances
 - A. 25%
 - B. 37½%
 - C. 25%
 - D. 12½%
18. Machine Tools (basic) Road Machinery Textile Machinery
 - A. 25%
 - B. 50%
 - C. 25%
 - D. 25%
19. Lawn Sprinkler Heads, Valves and Controls
 - A. 25%
 - B. 50%
 - C. 75%
 - D. 10%
20. Air Conditioning & Refrigerator Products
 - A. 55%
 - B. 13%
 - C. 10%
 - D. 22%
21. Elevator Doors & Gates
 - A. 50%
 - B. 50%
 - C. 0%
 - D. 0%
22. Machinery
 - A. 40%
 - B. 50%
 - C. 5%
 - D. 5%
23. Pharmaceuticals
 - A. 35%
 - B. 10%
 - C. 45%
 - D. 10%
24. Valves—plug type—water & gas distribution service
 - A. 70%
 - B. 20%
 - C. 0%
 - D. 10%
25. Folding Cafeteria Tables, Folding Stands
 - A. 66%
 - B. 100%
 - C. 33%
 - D. 0%
26. Special Tools
 - A. 60%
 - B. 25%
 - C. 40%
 - D. 30%
27. Galvanized Ware—Metal Ironing Tables
 - A. 75%
 - B. 10%
 - C. 0%
 - D. 0%
28. Hand Tools
 - A. 85%
 - B. 70%
 - C. 0%
 - D. 15%
29. Porcelain Enameled & Stainless Steel Hospital, Restaurant & Housewares
 - A. 85%
 - B. 10%
 - C. 5%
 - D. 1%
30. Farm Machinery
 - A. 80%
 - B. 90%
 - C. 0%
 - D. 0%
31. Food Specialties
 - A. 80%
 - B. 50%
 - C. 15%
 - D. 3%
32. Bolts and Nuts
 - A. 95%
 - B. 70%
 - C. 0%
 - D. 0%
33. Corrugated Paper Containers
 - A. 100%
 - B. 100%
 - C. 0%
 - D. 0%
34. Apparel
 - A. 100%
 - B. 0%
 - C. 0%
 - D. 0%
35. Precision Metal Stampings
 - A. 0%
 - B. 75%
 - C. 0%
 - D. 0%
36. Indicators, Recorder Controls
 - A. 0%
 - B. 0%
 - C. 20%
 - D. 80%



The booming Kalamazoo Market... where advertisers meet new opportunities



Unaffected by model changeovers in the motor industry last Fall, the Kalamazoo market reversed the trend and continued its gains in employment and income from its traditionally stable base.

For the first nine months of 1956, Metropolitan Kalamazoo led the nation in percentage of gain in department store sales with a whopping 16% increase!

Kalamazoo and Southwestern Michigan face the future with a growing potential and predictable growth stimulated by significant public and corporate investments.

People in the six-county Kalamazoo market, served by one newspaper—the Kalamazoo Gazette—have an increasing supply of crisp, new folding money and the mood to spend.

Yes, more and more advertisers are finding growing opportunities in Southwestern Michigan. Stake out your claim in this dynamic market. And the place to do it is in the Kalamazoo Gazette . . . a basic sales tool in the past . . . a bonanza medium for the years ahead.

— Kalamazoo Gazette

"the best of Michigan"
BOOTH NEWSPAPERS

THE BAY CITY TIMES	THE ANN ARBOR NEWS	THE FLINT JOURNAL	THE GRAND RAPIDS PRESS
THE SAGINAW NEWS	JACKSON CITIZEN PATRIOT	KALAMAZOO GAZETTE	THE MUSKEGON CHRONICLE

NATIONAL REPRESENTATIVES: A. H. Kuch, 260 Madison Ave., New York 16, MUrray Hill 5-2476; Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680; Brice McQuillin, 785 Market St., San Francisco 3, Sutter 1-3401; William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.



SALES TRAINING IN 25 MINUTES: "We concentrate on one problem. I act as the customer. Salesmen take turns making a presentation—on how to handle price objections,

for example. The men pick the best presentation. The vote seldom is unanimous. Obviously, there is room for improvement in the best salesmen." What would you suggest next?

Wanted: More Training Ideas

Perhaps you can adapt Tom's technique . . . and, in return, give him an idea that clicked for you. Try it this week.

A recent article in *SALES MANAGEMENT* inspired Tom Kelmet, one of our readers, to write us a letter. Tom feels he has exhausted one useful technique for training salesmen "on the run." His question: where does he go from here?

Here's what he says:

"Because we have no formal sales training program, and because we have very little time to do the training I feel the staff needs, I've settled on a number of quick alternates. These seem to be working out well.

"For example, sometimes I can call a meeting early in the morning and get in some sales training just before the staff starts the day's work. Sometimes I can do it late in the evening when the men report back and before they quit for the day. Other times, but less frequently, I can manage a training session late in the morning or in the early afternoon right after lunch.

"When we find the time for these get-togethers we concentrate on a single sales problem—ask for volunteers to give a three- to five-minute sales talk to demonstrate how they would handle a sharply defined customer objection—and then vote on the best sales performance.

"These are impromptu, once or twice a week, training sessions. Never last longer than 30 minutes; most take less than 25. Sixty continuous minutes of sales training would be a luxury for us! We just haven't that much time to spare.

"I think, though, that in spite of the time limit and the irregularity of our meetings we are getting in some good training. Our last meeting, for instance, consisted of three short sales presentations on how to handle the price objection. We limited each volunteer to a three-minute sales talk. I acted as the customer. When we finished we voted for the salesman who handled the objection best and awarded the winner a small ball point pen. In the few remaining minutes we examined the weak spots in the presentations of the runners-up. They accepted the constructive criticism of their salesmanship in the good spirit in which it was offered.

"And I was able to make an interesting point for both the winner and his audience . . . a bit more than my usual summary of the ground we covered during the meeting. The reason I could do this was because the vote for the three volunteer salesmen was 7, 6, and 4.

"This meant, once I had complimented and rewarded our winner, that I could make the important additional comment that (1) more than 50% of the winner's listeners voted against him, didn't buy what he had said, and (2) that obviously there's room for improvement even in the best salesmen.

"But—a further interesting point—whichever way the vote falls we have a lot of worth-while discussion. The audience's choice is rarely unanimous, there's always a spread of votes among the volunteer salesmen. This means I can always develop a lot of good sales training out of exploring the reasons why some listeners voted against the winner as well as why others voted for him.

"However, I've just about reached the end of the road with this technique. I will, of course, return to it from time to time. But I need a change of pace. What would you suggest?

"I have the usual training problems. My men are weak in handling resistance and customer objections just about the same as any other sales staff. Time management, closing techniques and prospecting are other problems that require my attention. (In that order. A simple check-off questionnaire I designed and asked the staff to return *unsigned* spotlighted them for me.)

"What other techniques might I use to accomplish my training objectives in the very limited time I have to give to them?"

Any ideas, readers?

The End



Effective low cost... advertising on containers pays off in sales!

**MR. SOL POLK, President
Polk Bros., Chicago**

Sol Polk says: "It has always been our practice to give our customers a complete selection of national brand appliances, furniture and carpeting. Everywhere possible we put these products in volume display right on our sales floor—many in their original shipping containers. We have found the manufacturer who advertises effectively on his container, tying in with his national advertisements, wins more customers' attention which leads to sales."



Today, alert manufacturers are re-examining every facet of their advertising to meet more effectively the rapid changes in the marketing scene. While the primary purpose of the Stone Container Corporation is the production of functional containers, we have helped meet this challenge by pioneering the development of a powerful new advertising medium. We are happy to bring some important facts and figures on "Advertising on Containers" to the attention of all business executives concerned with improving their marketing and selling.

Send for **NEW FREE BOOK** on "ADVERTISING ON CONTAINERS"

If your company uses shipping containers this new book is a gold mine of valuable information. "Advertising on Containers" is packed with detailed information on how to take full advantage of shipping containers as a medium for highly effective low-cost advertising. Some of the country's leading companies have benefited greatly from Stone's ideas on container advertising. You can too.



STONE CONTAINER CORPORATION

4208 W. 42nd Place, Chicago 32, Illinois • Sales offices in most principal cities

*Other divisions
and subsidiaries*

W. C. Ritchie and Company
Chicago, Illinois

Folding cartons, set-up boxes, fibre cans, tubes, spools,
cores, transparent boxes, and paper specialty displays

Western Paper Box Company
Detroit, Michigan

Corrugated containers,
folding cartons and set-up boxes

A Cynic Looks at Expense Accounts

By one who signs himself "Anon"

(Some individuals take a dim view—positively astigmatic, insists our author—at shelling out the necessary cash for a technical employe's further study. But even more cast jaundiced eyes at salesmen's customer entertainment chits. Yet the costs in both cases, within reason, are justifiable business expenses. If your own views on the subject are narrow, stand aside! Our "Mr. Anonymous"—who is technical director of a prominent Midwest metalworking firm—sets down notes to show how the situation looks to him.

—The Editors)

When the Boss's O. K. Is Sought for:

Tuition for Technical Employee (postgraduate course)



Employes' postgraduate tuition will be paid under certain circumstances:

1. Employee eligibility: Shall have been employe in good standing for 18 months prior to graduate course.
2. Supervisor must write memo to division manager stating:
 - (a) why this employee was selected.
 - (b) what school is to be attended.
 - (c) what course or courses are to be taken.
 - (d) why this course for employe will benefit company.
 - (e) firm quotation \$

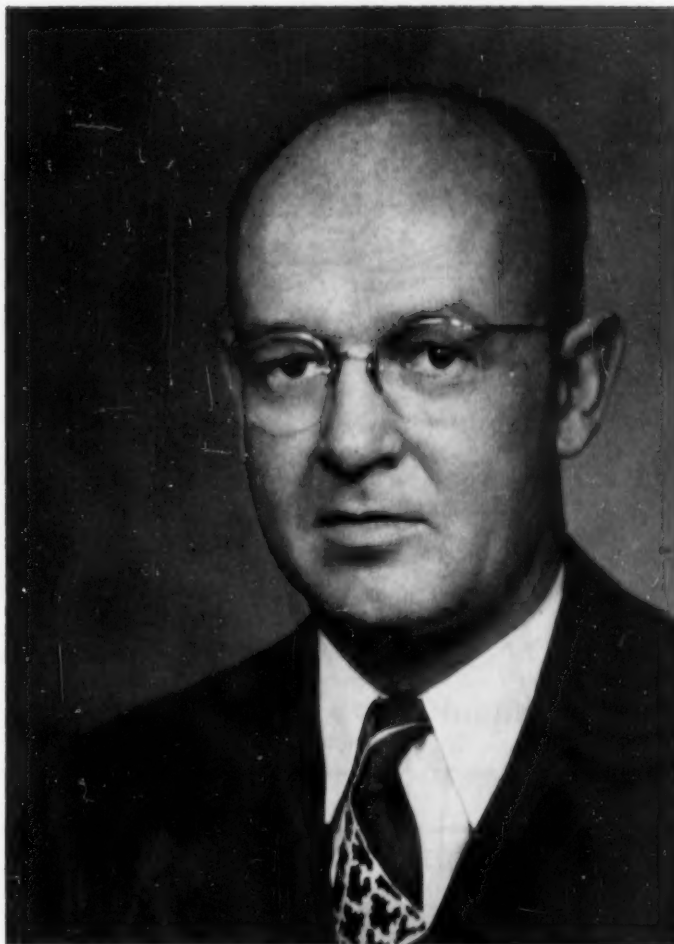
Entertaining Customers and Prospects (after hours)



Customer after-hours entertainment will be paid under certain circumstances:

1. Customer eligibility: Shall have been customer in good standing for 18 months prior to after-hours entertainment.
2. Salesman must write memo to district manager stating:
 - (a) why this customer was selected.
 - (b) what restaurant, night club, etc., is to be visited.
 - (c) what meals and/or beverages are to be consumed.
 - (d) why this food and/or drink in customer will benefit company.
 - (e) firm quotation \$

E. F. TOMLINSON, President,
B. F. Goodrich Tire Company,
a division of B. F. Goodrich



The President Knows . . .

"WHY B. F. GOODRICH PRODUCTS SELL SO WELL IN LOUISVILLE"

"Because B. F. Goodrich operates two plants in Louisville, we consider ourselves industrial citizens and are intimately acquainted with the recent growth and prosperity of this major, midwestern metropolis. With an important stake in the community, we are happy to report that today Louisville is a major marketing center for B. F. Goodrich

products—notably tires and auto accessories distributed through our stores and dealers."

Last year The B. F. Goodrich Company backed its sales efforts in Louisville with 7,700 lines of tire advertising in both The Courier-Journal and Louisville Times . . . newspapers which invariably rank at or near the top in every quality survey of American Newspapers.

Sell LOUISVILLE for all its worth!

A Major American Market Where One Daily Newspaper Combination Reaches 99% of the People

The Courier-Journal • THE LOUISVILLE TIMES

392,500 Daily Combination • 313,633 Sunday • Represented Nationally by The Branham Company

HERE'S GROWTH THAT COUNTS!



Things are popping in South Bend, Indiana too. In the past three years 34 new industries have come to this area; 25 manufacturing plants have expanded their facilities. This is healthy growth that adds to the market's stability and increases its diversity. It's another reason why South Bend is first in the Nation in incomes of \$4,000-6,999—second in incomes of \$7,000-\$9,999. You can saturate this rich market with the South Bend Tribune. Send for free market data.

**The
South Bend
Tribune**



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

Franklin D. Schurz — Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

A Cynic Looks at Expense Accounts—Cont'd.

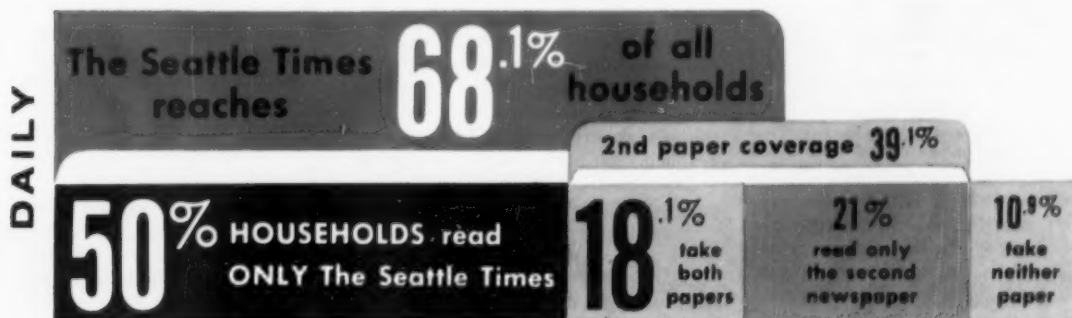
3. Division manager must approve.
4. Matter is referred to staff (president of company, two v-p's and other officers).
5. Employee not to be informed of any intended action until after staff approval.
6. After staff approval, supervisor authorizes employee to take course.
7. Employee takes course but pays his own tuition.
8. Upon completion of course, employee submits report to supervisor. Must have passed.
9. 90 days later employee must still be with company.
10. Employee must produce letter from college professor attesting good attendance, application, etc.
11. The foregoing conditions having been met, the employee may be reimbursed.
12. Amount spent by company last year on tuition: \$_____.

3. District manager must approve.
4. Matter is referred to staff (president of company, two v-p's and other officers).
5. Customer not to be informed of any intended action until after staff approval.
6. After staff approval, salesman invites customer to partake of entertainment.
7. Customer partakes of entertainment but pays his own check.
8. Upon completion of entertainment, customer submits doctor's certificate to salesman. Must have survived.
9. 90 days later customer must still be in good standing.
10. Customer must produce letter from entertainer attesting good behavior, application, etc.
11. The foregoing conditions having been met, the customer may be reimbursed.
12. Amount spent by company last year on entertainment: \$_____.

1957 study shows The Seattle Times reaches 7 out of 9

NEWSPAPER READING HOMES

Including an exclusive readership of **117,400** homes not
(375,680 people)
reached by any other Seattle daily newspaper



THE SEATTLE TIMES *dominates* the Seattle market. Its coverage saturates every income group.

For the recently completed independent authoritative study made by Dan E. Clark & Associates, ask us—or see your O'Mara & Ormsbee man—for the full published report.



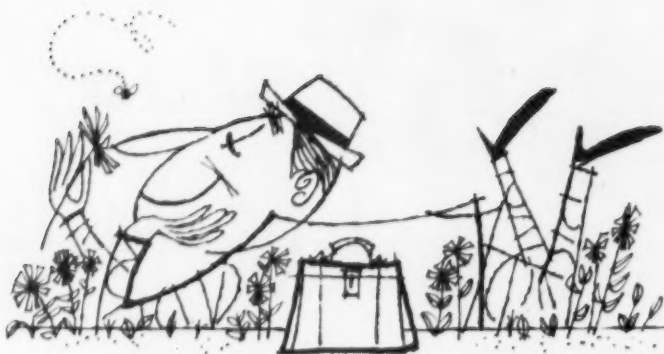
The Seattle Times

SEATTLE'S **ACCEPTED** NEWSPAPER

REPRESENTED BY O'MARA & ORMSBEE, INC.

New York • Detroit • Chicago • Los Angeles • San Francisco
Member Metro Sunday Comics and Metro Rotogravure Groups

Smell—



The New Selling Dimension

Your mailman can vouch for the fact that there is more selling through *all five senses today*—his nose knows.

Chances are he has handled circulars smelling like almonds, chocolate, maple syrup, strawberries, pine or spruce, fresh-cut grass, Coty's *L'Aimant* or any of a dozen other fine perfumes.

Selling through smell is not new, but until five years ago scented printed promotions were limited to blotting paper. In 1952 the field was widened through the introduction by Fragrance Process Co., Inc., New York, of a jelly-like compound to which an aroma can be imparted and transmitted to paper. It is not a printing ink, but must be applied separately by the printer as he would an overprint varnish. It is applied after the press job—offset, letterpress, rotogravure, as the case may be. It works best with semisoft stock.

FPC recommends using one pound of the compound with each 4,000 sheets of 8½" x 11" stock, or double the amount for a real sachet. Users may buy previously scented compound (\$7.75 per pound and up) or have a particular scent imparted, from peach to putty, as the producers put it. Converting to the firm's own aroma adds \$3.50 to the cost of the compound.

Here are some capsule case histories of "sell-by-scent" promotions:

Rose-scented quiz circular.

John C. Winston Co., Philadelphia publishers, used 100,000 purse-size circulars, rose-scented for use as sachets, to publicize the \$4.50 book, "Secrets of Charm." Questions are on one side of circular, answers on the other. Sample question: "What's

the quickest hip-whittler?" (Answer gives directions for an exercise.) Bryce R. Kemp, assistant sales manager, says the scent had appeal as an attention-getter, though the description of the book brought in the orders. Sales "were excellent."

Maple-syrup-scented letter.

General Foods Corp. used syrup-fragrant letterheads, with illustration of syrup being poured on pancakes, to sell Log Cabin syrup products. Only possible "fly in the syrup": the letterheads could not be mimeographed, but offset was used with good results. According to a company spokesman, William A. Macfarlane, the device was an attention-getter and resulted in a sheaf of complimentary letters and mentions in food columns. One food editor said the letter was enough to "make the poor postman drool all day." A radio editor commented that the station staff all went out to buy pancakes at lunchtime. An advantage cited by Macfarlane: "The fragrance does not last too long, once released from the envelope, so does not make for 'questionably sweet' files."

Almondized glove enclosure.

Since 1953, Daniel Hays Co., glove manufacturer, has been using almond-scented pennant-shaped inserts in the firm's line of women's Almondized Beautyskin gloves, both leather and fabric. This ties in with the use of almond oil, glycerine and lanolin in the gloves. The pennants are treated to impart only a faint odor to the gloves to avoid conflict with the wearers' own perfume.

Fresh-cut grass perfumed 150,000 circulars sent to doctors by Warner-Chilcott Laboratories to promote Tedral, an anti-asthmatic. The green monotone cover showed a man and a little boy mowing a lawn. Text on the cover read, "Invitation to Asthma?" Mailing included a letter discussing the various scents of allergy-creating situations without actually referring to the scent of the brochure. John A. Baruch of Warner-Chilcott explains that the "scent of fresh-cut grass added a third dimension to the visual impression created by art and color."

Pine-scented catalog was used by Ideal Products, Inc., Sykesville, Pa., to create the desire for the firm's line of outdoor clothing. Even though glossy paper (not the soft kind recommended) was used for the job, it was satisfactory, according to Ideal's Calvin Bean. The extra cost for scenting 12 of the book's 28 pages came to \$450, or 5 cents per catalog. Print run was 9,000. Ideal "merchandised" the aroma, calling attention to it on the catalog envelope: "Do not open if you are allergic to pine," and on the inside front cover: "For your smelling pleasure" and "Happy smelling."

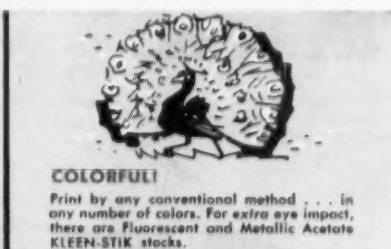
Two scented folders were used by *Seventeen* to publicize a successful perfume promotion the magazine had conducted (by January 1, 108,300 girls had bought sets of perfume in vials, offered in October). One brochure showed a Degas dancing girl, the other an abstract design. According to Jane Livingston, promotion-



Is Your P.O.P. for the birds?

Let **KLEEN-STIK®** feather your sales nest with high-flying, high-selling displays!

Sing your selling song with moistureless, self-sticking KLEEN-STIK—and watch sales wing *your* way. You'll see why KLEEN-STIK P.O.P. displays will sell your product better! So neat . . . so convenient . . . they're *preferred* by dealers and salesmen—win more and better locations . . . attract *more* attention to sell *more* goods.



WE DO NO PRINTING—but versatile KLEEN-STIK is available in a number of dramatic forms through your regular printer, lithographer, or screen printer.



KLEEN-STIK Products, Inc.
7300 WEST WILSON AVENUE • CHICAGO 31, ILLINOIS
Pioneers in Pressure-Sensitives for Advertising and Labeling

To receive outstanding samples of successful KLEEN-STIK displays, join our free "Idea-of-the-Month" Club—write on your letterhead today!

\$243,000,000 RETAIL SALES

CREDITED TO THIS
RICH NINE-COUNTY
MARKET OF THE



LAFAYETTE JOURNAL and COURIER

This well balanced market, with the highest farm income in Indiana, plus well diversified industry, produces a high level of spending through the entire business cycle. To take advantage of the record spending in the Lafayette Market you must advertise in the Lafayette Journal and Courier.

LAFAYETTE
WEST LAFAYETTE
INDIANA

Indiana's Best
Balanced Market



JOURNAL and COURIER

Member of Federated Publications

REPRESENTED NATIONALLY BY
SAWYER-FERGUSON-WALKER COMPANY



Put

BOUNCE

in your salesmen
and boost your sales!

A sales incentive program injects new enthusiasm in your selling force . . . Lifts your men out of the dull routine of daily selling and makes it fun again.

Average salesmen turn into top producers in a sales incentive campaign . . . The promise of extra reward for extra sales makes men eager to put out extra effort during the entire sales drive.

Best of all, Belnap & Thompson puts long-term benefits into your "spurt" campaign . . . Benefits that make your incentive investment pay rich sales dividends long after the program is over.

Write today for your "Incentive Idea Packet." No obligation, of course.

A COMPLETE
INCENTIVE SERVICE
21 OFFICES
COAST TO COAST

Belnap & Thompson, Inc.

106 S. Wabash Ave. • Chicago 3, Ill. STate 2-6181

production manager, the folders brought a high ratio of inquiries.

"Best attention-getter I've ever used," reports John Dobson, sales manager, Borden's Farm Products, in referring to a series of illustrated letters that smell like the beverages they are designed to promote. The five flavors used so far are: orange (juice), chocolate (drink), banana, strawberries (to promote heavy cream), and egg nog. Illustrated with four-color process, the letters carry taste-teasing pictures of the items featured. Sent to dealer outlets, letters are addressed to "Dear Customer," are short (three or four paragraphs) and signed by Charles J. Doherty, wholesale sales manager. The series is a topnotch example of selling through two senses—sight and smell.

Melodee Lane Lingerie, Inc.,

New York, has used over a million paper sachets as package inserts. According to Stanley D. Grossman, sales manager, "these sachets serve as good-will builders for both dealers and the Melodee brand name, as they are usually kept for months in the bureau drawers of purchasers. We merchandise them to dealers through brochures illustrating the line, together with samples of the sachet insert. For special promotions we furnish the sachets as dealer giveaways. Consumers have become so accustomed to getting the sachets with our bouffants that they squawk if one is inadvertently omitted from the package." The End



TOPS IN BUSINESS REMINDER ADVERTISING!

WHERE can you get your advertising message read in homes every day for two years for only pennies?

Plastic bottle caps are the answer—today's finest and most productive reminder advertising!

These remarkable caps easily snap on and off all size soda and soft drink bottles keeping drinks fresh and alive with an air-tight seal.

Your firm name, trade-mark or advertisement is imprinted in gold or silver on each cap. Caps come in 6 colors: red, green, blue, yellow, white and black. Sold in bulk or packed 2 to a clear plastic gift envelope.

FREE SAMPLES! Write on your business letterhead for prices and samples of advertising caps ordered by leading national corporations time and time again!

HEMAN ELY, JR.

DEPT. 22, P.O. BOX 42, LANCASTER, PENNA.



**Here's a real eye opener, Mr. Halfaway,
Salt Lake-Ogden-Provo is one of the first forty markets**

You can bet your last shirt on the retail sales and potential
of the Salt Lake-Ogden-Provo market . . . one of the first forty.
Retail Department Store Sales \$1,738,000¹ . . . quality index—120.²

TRI-CITY 549,000 pop. 100% unduplicated TV coverage³
27-COUNTY MARKET 846,000 pop. 92% unduplicated TV coverage³

KUTV 2
CHANNEL

Avery-Knodel, Inc.
National Representatives

A.B.C.

KTVT 4
CHANNEL

Katz Agency, Inc.
National Representatives

N.B.C.

KSL-TV 5
CHANNEL

CBS-TV Spot Sales
National Representatives

C.B.S.

Offices and studios in Salt Lake City, Utah

¹. Sales Management May 10, 1956

². Sales Management Nov. 10, 1956.

³. National Coverage Service 1956.

action in



Reach the men who own American business...in

To interpret the objectives of your company . . . to point out the progress and potential of your product or service . . . to build a favorable viewpoint among the nation's top businessmen . . . tell your corporate or institutional story to the men who *own* America's business . . . in Nation's Business.

This business publication blankets the vast business market . . . with more than three-quarters of a million subscribers in companies of all types and all sizes, nationwide. More than 74,000 are key executives who read Nation's Business as a result of their firms' membership in the U.S. Chamber of Commerce . . . 700,000 other businessmen read it on individual subscription.

Of the 776,000 Nation's Business subscribers, 580,000 are the owners, partners or presidents in manufacturing, banking, retailing and wholesaling, construction, transportation. Nation's Business has, for example, 1275 subscribers in 92 of the 100 largest banks . . . 8008 in 71 of the 77 American companies with more than \$1 billion in assets . . . and 5256 in 31 of the 33 companies whose sales exceed \$1 billion annually.

The volume of this wide business circulation follows the nation's population pattern . . . with 257,000 copies going to cities over 50,000 and 518,000 to cities under 50,000 in population. These business owners are the influential men in their communities; they are the civic

business

JANUARY ISSUE ADVERTISING PAGES UP 21%

Advertisers in January 1957 issue:

Aero Mayflower Transit Company, Inc.	International Tel. & Tel. Corp.
Air Express Div. of Railway Express Agency	Lily-Tulip Cup Corporation
American Credit Indemnity Company of N.Y.	McCleary Clinic and Hospital
American Tel. & Tel. Co. (Inf.)	Marsh Stencil Machine Company
American Tel. & Tel. Co. (Long Lines)	May, George S., Company
Anaconda Company	Missouri, State of, Div. Resources & Development
Apsco Products Inc.	Mittag & Voiger, Inc.
Bay West Paper Co.	Modine Manufacturing Co.
Blue Cross-Blue Shield Commission	National Gypsum Company
Bruning, Charles, Company, Inc.	Pennsylvania, Commonwealth of, Dept. of Comm.
Burroughs Corporation	Pennsylvania Railroad
Business Electronics Inc.	Penny Label Company
Butler Manufacturing Company	Phoenix of Hartford Insurance Companies
Carey, E. A., Pipe Co.	Pitney-Bowes, Inc.
Cast Iron Pipe Research Assn.	Puerto Rico, Commonwealth of, Economic Dev. Adm.
Colorado, State of, Dept. of Development	Quantity Photos, Inc.
Currier Manufacturing Co.	Recordak Corporation, Sub. Eastman Kodak Co.
Cushman Motor Works, Inc.	Remington Rand
Eastman Kodak Company (Verifax)	Reznor Manufacturing Co.
Eaton Paper Corporation	Rhode Island, State of, Development Council
Ebco Manufacturing Company	Schleffelin & Co.
Executone, Inc.	Shaw-Barton
Fairchild Engine & Airplane Corporation	Sheldon-Claire Company
Georgia, State of, Dept. of Comm.	Studebaker-Packard Corporation, Truck Div.
Globe-Wernicke Co.	Texas Company
Graphic Systems	Tropical Paint Co.
Gravely Tractors, Inc.	Union Carbide and Carbon Corporation
Hamilton Manufacturing Corporation	Union Pacific Railroad
Hardware Mutuals	U.S. Thermo Control
Harter Corporation	Vogel-Peterson Co.
Hartford Fire Insurance Company Group	

Illustration courtesy Union Carbide and Carbon Corporation

Nation's Business

leaders who spearhead most community activity. And, as articulate business leaders, they know their congressmen . . . express their views . . . and help mold opinion on important matters.

Many magazines reach "management men" . . . but 3 out of 4 Nation's Business readers are the owners of American business; a prime target for institutional, corporate and public relations campaigns. One of the reasons why leading advertisers know that action in business results when you advertise to the men who own American business . . . in Nation's Business.

Write for a copy of "The New Ownership Motivation," an outline of the characteristics of the business owner market.

Nation's Business

776,287 PAID CIRCULATION (A.B.C.), including 74,716 executives of business members of the National Chamber of Commerce and 701,571 businessmen who have personal subscriptions.

ADVERTISING HEADQUARTERS:

**711 THIRD AVENUE
NEW YORK 17, N.Y.**

Washington, Chicago,
Philadelphia, Cleveland, Detroit,
Los Angeles, San Francisco

*Help yourself
to \$211,621,000*



**That, Sir, is the
effective buying
power of 129,600
consumers in the
TROY, N. Y. CITY ZONE**

How to reach them?

**By placing your ad
in the one medium
with saturation
coverage in this
active buying area**

(99% Coverage to be exact!)

47,887 able-to-buy families read ...

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.

EXECUTIVE SHIFTS IN THE SALES WORLD

American Radiator & Sanitary Corp.
Wallace F. Hastie to v-p, market-
ing and sales.

Crucible Steel Company of America
George W. Stamm to general man-
ager, sales.

Dow Corning Corp. . . .
R. E. Vidal to manager, resin sales.

I. B. Kleinert Rubber Co. . . .
Roland H. Guinzburg to president.

The Frank H. Lee Co. . . .
J. Lawrence Sherk to sales man-
ager.

Lockheed Aircraft Corp. . . .
Leonard K. Schwartz to newly
created director of marketing.

Marchant Calculators, Inc. . . .
Ward J. Koepenick to national
sales manager.

Mastic Tile Corporation of America
I. G. Rivers to v-p, sales.

The Miller Co. . . .
Robert L. Kirshner to advertising
and sales promotion manager, Illumi-
nating Division.

Pittsburgh Reflector Co. . . .
Ralph E. Smith, Jr., to advertising
manager.

Quaker State Metals Co. . . .
Hilliard Y. Smuck to general man-
ager, sales.

Sawyer's Inc. . . .
Fred Berkeley to marketing direc-
tor of all divisions.

The Seymour Manufacturing Co. . . .
Howard S. Thrasher to general
sales manager.

The T. L. Smith Co. . . .
W. A. Clayton to v-p and director
of sales.

Stanley Greetings, Inc. . . .
Edward J. Zimmerli to v-p and
general sales manager.

The Tait Manufacturing Co. . . .
Frank G. Hickey, Jr., general
sales manager to v-p.

Underwood Corp. . . .
Matthew E. Meek to general sales
manager, International Division.

SALES MANAGEMENT

month after month...

15½ million* men and women "live by the book"
...and the book is Better Homes and Gardens

4,250,000 COPIES EACH MONTH



The complete action-influencing value of BH&G only *begins* with its huge current-issue audience. Back-issue readership is tremendous, too. 9,400,000 readers recently referred to ads or articles in an issue of "the book" 4 to 12 months old. 15,500,000 people read an average issue of BH&G. One third of the 123,800,000 people in the U.S. 10 years of age or older read one or more of every twelve issues. That's 44,150,000 readers of Better Homes and Gardens—and over 40% of them are men. Meredith Publishing Company, Des Moines 3, Iowa.

during the year...

$\frac{1}{3}$ of America
reads Better Homes & Gardens!

*A 12 Month's Study of BH&G Readers, Alfred Politz Research, Inc., 1956

HUNT KNOWS HOW



52 full pages in full color. One every week of the year. The biggest all-print, single-product campaign in the history of magazine advertising. *All in The American Weekly.*

The aggressive use of The American Weekly during 1956 helped Hunt's Tomato Catsup move into second place in national sales. One retailer after another reported sensational gains of 50%, 60%, even 80% in sales volume.

Now, in 1957, Hunt again makes big news—with the largest all-print, single-product campaign in the history of magazine advertising: 52 full pages in full color. Every line of it on catsup. All of it in The American Weekly.

Shouldn't your advertising strategy be shaped to this same pattern of success? The man from The American Weekly is the man to see.

TO MOVE CATSUP

(Another American Weekly success story)



The **AMERICAN WEEKLY**

63 VESEY STREET, NEW YORK 7, N. Y.



Howlett: Marketer of Systems

For the past 15 years, since he reached his majority, 36-year-old Mark Howlett has devoted his talents to the development and marketing of technical products. Since October of 1954 he's been general sales manager of the Scientific Instruments Division of Beckman Instruments, Inc., Fullerton, Cal., responsible for the sale of electronic instruments and systems to a wide variety of industries, medical and scientific laboratories.

Before joining Beckman he'd spent 12 years with G-E, the final two as marketing manager for the firm's Silicone Products Department.

Beckman is headed by Dr. Arnold O. Beckman who founded the company. Today his company is a \$30 million corporation, employing 3,000 persons, produces a broad range of instruments, systems, components, including transistors and computers.

For multi-line industrial marketing:

General or Specialized Salesmen?

If your product line is long, your markets diverse, and you sell both direct to users and through dealers, you'll find ideas to help you match prospects and your salesmen.

As our product line has increased in size and complexity, we have continually asked ourselves the question: Should we rely on general, all-purpose salesmen in compact territories to handle all of our products, or should we depend on smaller task forces of highly trained experts in specific lines to handle individual product lines over broader areas, recognizing the attendant disadvantage of large sales territories?

In three of four instrument-market classifications we have turned to the specialized, direct sales force as the best means of realizing maximum sales potential. The fourth classification best lends itself to the general approach through dealers. Sales costs are higher for the specialized method, of course, but we feel these costs are justified many times over in terms of larger volume, more effective coverage of a difficult market.

The reason for this division lies in the relative complexity of the instruments involved. We find that there is a definite limit to the type of product that can be sold through a secondary sales organization, a limit imposed by the amount of time required to familiarize a man with the

equipment and its applications.

Our Model DK Spectrophotometer is as complicated an instrument as we can hope to sell through a dealer sales organization. It takes a week to familiarize a man with this chemical-analyzing instrument and another two weeks to teach the necessary service functions. This is about all the time the average dealer salesman, for whom Beckman represents just one of many lines, can afford to spend on a single instrument group.

On the other hand, our IR4 Infrared Spectrophotometer, an instrument used to determine the basic molecular structure of chemical substances, requires six weeks of formal training, even for men with some knowledge of a related field. Consequently, a specialized sales approach is necessary.

Our four instrument-market classifications are:

1. Laboratory instruments sold through dealers.
2. Laboratory instruments sold direct.

3. Process instruments sold direct.
4. Data processing systems sold direct.

Let's examine first the laboratory-dealer situation. Here a number of relatively standard electronic instruments are distributed to scientific, industrial, agricultural, educational, and medical laboratories. There is a lot of ground to cover and the comparatively uncomplicated nature of the instruments and their applications make it possible for men with good, general technical background adequately to serve customers. Saturation coverage is the aim in this area and we think it is accomplished most effectively through the large manpower resources of our 37 dealer organizations that employ approximately 400 salesmen in 90 branch locations.

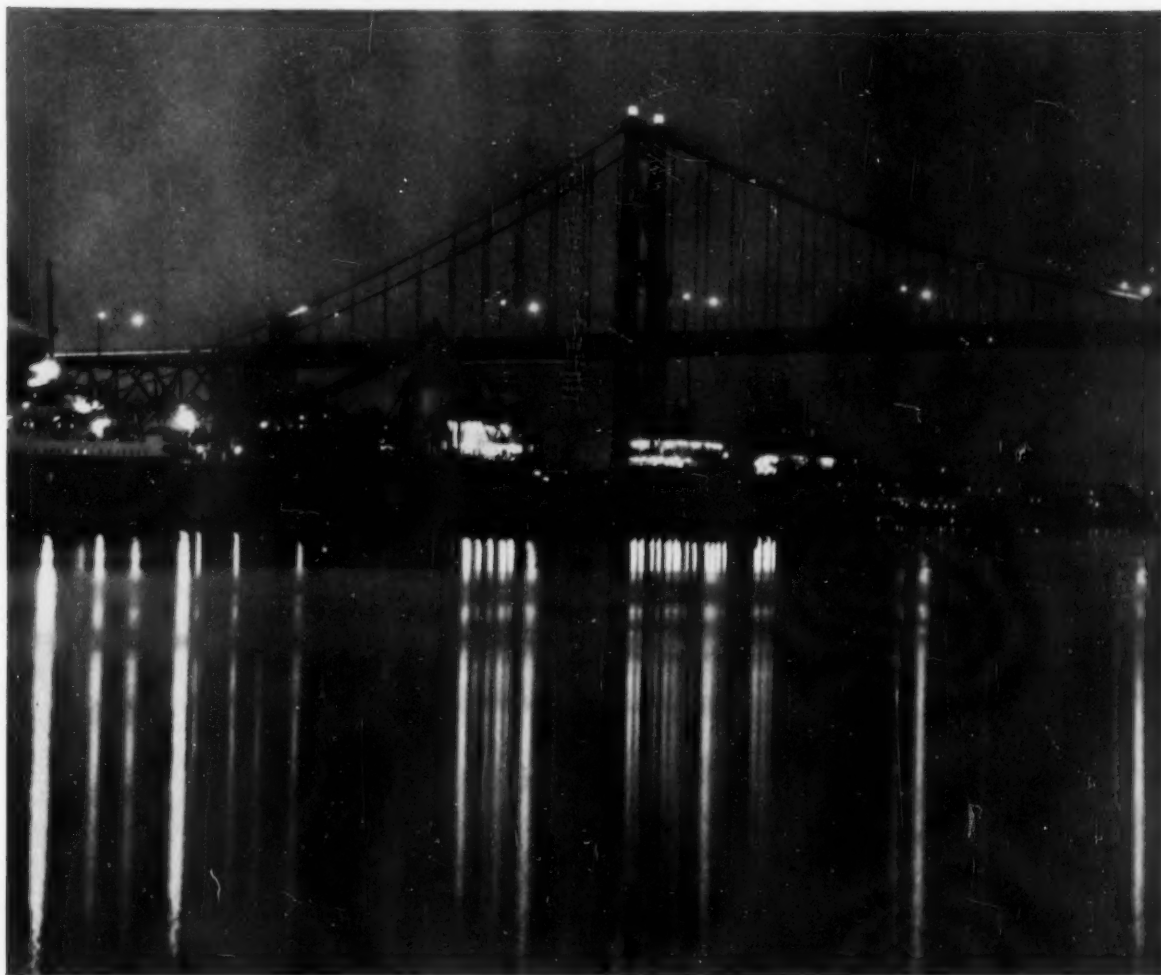
From this point on, however, it's a matter for the trained specialist. I'm speaking now of the more complex laboratory instruments sold direct, the industrial process instruments and the data processing systems. An important point to note here is that 15% or 20% of the total number of customers may account for over 70% of the business.

We feel the specialized salesman with a detailed knowledge of his product and its applications is the only

**BY MARK HOWLETT, General Sales Manager
Scientific Instruments Division, Beckman Instruments, Inc.
as told to Eleanor N. Wood**

TOLEDO is the key to the sea

Ninth largest port in the U.S., Toledo is the center of a billion-dollar market *now* — and will grow as the St. Lawrence Seaway grows. Start *now* to cultivate this great market.



the Blade and Times are the key to the **BILLION DOLLAR TOLEDO MARKET**

In Ohio you need the \$1,222,296,000 Toledo market. It is third among all Ohio markets in automotive, food, drug store, home furnishings, liquor and total retail

sales. To open the door to this great and growing market on the St. Lawrence Seaway, you must use the proper key—the Toledo newspapers. There are no duplicate keys.

Ask us for THE BIG PLUS—i.e., marketing assistance as only newspapers can give it.

TOLEDO BLADE *Daily and Sunday.* **TOLEDO TIMES** *Morning*

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.

FEBRUARY 15, 1957

answer to these "high-spot" opportunities. Geographically a man's territory may be large, but the number of personal contacts involved is relatively small in terms of potential business volume.

In line with this philosophy, certain of our laboratory instruments, such as the IR4, are sold direct through a force of 10 specialized salesmen. Thoroughly schooled in the intricacies of the instrument, and qualified to discuss its applications in minute scientific detail, these men can do a far more effective job of selling than the general salesman who may know spectrophotometers but lacks the necessary training in the specifics of the infrared field.

The same holds true for process instrumentation, equipment which is sold to operators in the process industries such as chemicals, petrochemicals, petroleum, foods, paper. Here the salesman must have a detailed knowledge of instrument operation and a familiarity with applications which permit him to assist the customer in adapting the equipment to particular functions. In the process instrumentation field we rely on a force of 10 trained specialists to market our products effectively.

Specialization for more effective selling is perhaps most readily apparent in the case of our electronic data processing systems. These large, custom-engineered units, which automatically monitor and control complex industrial processes, are sold direct by a force of three men who must work with customers, determine their actual data processing needs and assist in the design of proper equipment. The data sales force consists of one man based in New York and two in California. They cover major chemical and petroleum firms and aircraft, jet engine and rocket design centers throughout the country.

How Beckman recruits. Naturally, a prerequisite to developing a team of highly specialized salesmen is starting with the right men. We recruit with a clear idea in mind of the specific jobs to be done, considering three basic categories: what a man needs to know, what he has to be as a person and what he has to do. From this and other information we compile a job specification sheet encompassing educational background, experience, personality, work habits, and other details related to the job in question.

To find the man we always look first to our own organization. Perhaps we find someone in the field, in one of our dealers' sales groups, or in Research and Development. Sometimes we find a service man with

promise as a salesman, sometimes a man from our manufacturing group.

Our second general source is our employe relations group. Here we turn to advertising, either in business publications or general-circulation newspapers and magazines. Occasionally our over-all company recruiting program for research people and engineers turns up a sales department prospect.

Usually we try to recruit salespeople in the area of the country where they will work, a policy we have developed after finding considerable resistance in California to recruiting for other areas. Eighty-five percent of our market is east of the Mississippi, and the odds are 10 to one that Californians we contact will be unwilling to move east.

Sales territories in the west usually go to people with seniority in our firm or those originally from California. That means we must do most of our recruiting in such centers as Detroit, Cleveland, Chicago, Cincinnati, Boston (New Englanders also are reluctant to leave home), New York, Philadelphia, Washington, D. C., and Atlanta. Men hired for work in their home territories are trained in California.

To Train or Not . . .

On the matter of sales candidate selection, there is an important question to resolve: whether to hire engineers and train them to be salesmen or to hire salesmen, schooled in some other line of technical sales, and make engineers out of them. As in the case of sales approaches, we reach a compromise in practice. Generally we find it more feasible to take a salesman, with experience in some technical field—say microscopes—and train him to sell instruments through intensive familiarization with Beckman products and policies.

The question resolves itself into a fundamental difference in temperaments. For instance, in the case of the infrared spectrophotometer, there are perhaps 3,000 to 4,000 fully qualified spectroscopists or operators of this instrument in the nation. They are ideally familiar with the equipment and an infrared spectroscopist who liked to sell would be ideal for our purposes. But we have found that few spectroscopists—or any men with sufficient interest in scientific work to become proficient with highly technical instruments—are interested in selling as a career. Basically such men are more interested in things than in people and to convert a spectroscopist into the personality required for a

productive salesman generally is difficult.

The salesman on the other hand is temperamentally ready for the road and needs only the additions to his technical background to prepare him for our purposes.

This is not to say that a spectroscopist never makes a good salesman because some of our best men are equally proficient in the lab and in the field. But such an optimum combination definitely is the exception and we generally find it most practical to make a Beckman salesman out of a man already experienced in technical sales, or a young man bent on sales as a career.

Training salesmen. Once we have found the proper men, our Training Department, under the supervision of E. H. Davidson, takes over. We gear the scope of our training to the background of the individual. For instance, if a man comes to us with considerable technical sales experience, such as our microscope salesman, his training for the most part involves company policy and knowledge of our products. For the young trainee—the science graduate with little or no experience in technical sales—we add extensive training in salesmanship itself.

We break this broad subject of salesmanship into several specifics: the make-up of a successful sales engineer, his daily duties, and such fundamentals of selling as judgment, approach, holding attention, creating atmosphere, and developing a good sales personality. The last-mentioned attribute should enable the man to cope with complaints, organize his time well, "take the ice out of price," and meet competition.

We find that experienced salesmen require less supervision during training because they have learned the importance of training programs and how to get maximum information in the allotted time. Men who have previous experience in dealing with customers are aware of the type of questions and obstacles that may arise in a sale. Therefore, they have a good approach to training and because of it are inclined toward seeking product familiarity.

The young trainee, in addition to needing a longer period of training—a year as opposed to three to six months for the more experienced man—also needs closer supervision during training.

More detailed organization is required on programs for the younger men, organization aimed at building interest and morale. Here we are selling men not only on our company

SOMETHING MISSING



... LIKE CALIFORNIA *WITHOUT* THE BILLION-DOLLAR VALLEY OF THE BEES

- ✓ Actually, effective buying income of more than \$2.5 billion
- ✓ TRIPLE the retail sales of Worcester (Mass.) metropolitan area
- ✓ Not covered by San Francisco and Los Angeles newspapers

The 3 Bee newspapers help you climb sales mountains in California — and take your product message into the prosperous Inland Valley. Removed from Coast influences by mountains, Valley families read and shop from their own local Bee newspapers.

Data Source: Sales Management's 1956 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



MCCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

"Journal backbone
of campaign," says.....

THE McCARTY COMPANY

Advertising
OF WASHINGTON

MEDICAL ARTS BUILDING SEATTLE 1 WASHINGTON MUOBSB

Mr. F. X. Timmons
The Wall Street Journal
44 Broad Street
New York 4, New York

Dear Mr. Timmons:

This year is the fourth year in The Wall Street Journal for our client, The Ederer Engineering Company. At the present time, we're running a 12-month schedule in the National Edition with a doubled schedule in the Pacific Coast Edition.

The Wall Street Journal is, and has been, the backbone of our campaign to reach the levels of management and operation personnel in industry who influence the buying of overhead bridge cranes. The campaign has gone far beyond our original objective of "conditioning" our market; it has produced live inquiries -- requests for quotations from leading industrialists all over the country. Sales have resulted from these inquiries, a direct response to our advertising.

This response more than justified our appropriation for advertising in The Wall Street Journal.

Very truly yours,

THE McCARTY COMPANY
OF WASHINGTON

Harry S. Pearson

HARRY S. PEARSON
Vice-President &
General Manager

SAN FRANCISCO
LOS ANGELES
NEW YORK
CHICAGO
SEATTLE
DALLAS

HSP/bp

MEMBER OF AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

and our products, but on themselves. Building self-confidence is essential to enable the young salesman to cope with the variety of situations he will encounter.

Three training themes. The three principal themes of our training programs are product knowledge, division policy and market development. All are interrelated but must be taught individually.

Product knowledge is probably the most important aspect of the training program. We consider it the key to successful sales of Beckman instruments. We are dealing with extremely technical customers who are buying instruments for research or industrial control operations—not merely purchasing tools of convenience. Customers are experts in their fields and sales engineers dealing with them must be constantly prepared for discussion of new ideas and principles.

In addition to mastering the equipment itself—both theory and operation—the sales engineer must know product applications to determine whether a customer is getting full use of his instrumentation. This is an area where our highly specialized salesman comes into his own. By bringing our man to a high level of technical competence in specified lines, we have no qualms about his meeting competition—especially if competition favors the school of thought that trains men superficially on a greater number of products.

Instrument application is taught by the Applications Engineering Section of the Sales Department. The Applications group is comprised of men whose job is to assist customers in the use of instruments for specific tasks and to explore and develop new uses for our products. Applications experience takes in all phases of laboratory and industrial process instrumentation.

Instructors borrowed from Applications are provided with a detailed outline of specific information to be covered. The aim here is to get directly to subject matter which will be of use to potential salesmen, avoid nonessential data. A rigid time schedule keeps the discussion on course. Purely academic discussion is reserved for after-hours sessions.

In training classes, a 50-50 time split is preferred. Mornings usually are devoted to lectures by specialists from the various departments, afternoons to shirt-sleeve sessions with the equipment. A wrap-up session at the end of each day integrates lecture and workshop experiences.

Examinations are given at the end

It's okay to tell...but better to sell!

If you think *impressions* are okay, but making *sales* is even better, take a lead from this happy Wall Street Journal advertiser. In company with many other advertisers, the Ederer Engineering Company and its agency know The Journal produces results you can *count*. Something really happens when The Journal's dynamic executive audience sees your selling message. You're *closer* to the sale!

Circulation: 438,160

THE WALL STREET JOURNAL

published at

NEW YORK, 44 Broad St. and WASHINGTON, 1015 14th St., N. W. • CHICAGO, 711 W. Monroe St.
DALLAS, 911 Young St. • SAN FRANCISCO, 415 Bush St.

of each week. Our objective here is to find out whether the men feel confident with the equipment and if not, why not. In testing we avoid the trick question in favor of questions which reveal how much instruction the men have been able to absorb.

Division policy, the second of our three training themes, involves the make-up of our Sales Department in terms of its function, organization and goals. Here again we draw on the departmental unit concerned for instructors and provide them with detailed lesson plans.

In covering goals, we do not set specific quotas, but rather confine ourselves to a general idea of what the division hopes to achieve with a certain product, what roughly constitutes good sales performance. Trainees also learn how the division's other departments operate. They are introduced to Research and Development, Manufacturing, Personnel, Accounting and the rest in an over-all orientation program which makes them feel more like partners than employees.

The third phase of sales training is market development. Here the trainee can apply his product-knowledge lessons. He is taught both geographically and by industry where the potential markets for his products lie and where markets may develop in the future. Geographic concentrations pinpoint the most fruitful sales areas and indicate where the salesman's chief activity will be.

We find that a vital need in all training programs is a typed outline which tells men what subjects will be covered. Otherwise trainees are apt to worry about whether a particular point will be covered or not and thus miss some of the preceding

material. If they know a subject will be covered, say, on Thursday morning, they relax and get more from the other material presented.

Another pitfall we try to avoid is the "snow job." We want the trainees to be impressed by their own knowledge, not that of the instructors. This increases confidence and morale.

Training sessions for our own direct men may involve several types of equipment, but dealer training programs generally are conducted on just one particular type of instrument because of the limited time these men have. On all new laboratory instruments channeled to dealers a sales training program is worked out to coincide with release of the new instrument on the market.

In addition to direct sales personnel and dealer salespeople, our service men also are included in training programs. We feel this is an area many concerns neglect. Salesmen who frequently see only purchasing agents can be extremely effective on this level, but the service people who work closely with the actual users of instruments long after the sale often fall down on customer relations. We train our service men in sales principles and show them how they are in a position to create a lasting impression of the company with the customer.

Training follow-up. Once trained and established in the field our men are kept in frequent contact with the Sales and Training Departments. We hold national sales meetings once a year for both dealer and direct sales groups. Meetings last one to two weeks and include both refresher

THE SALES MANAGER WHO WAS FIRED

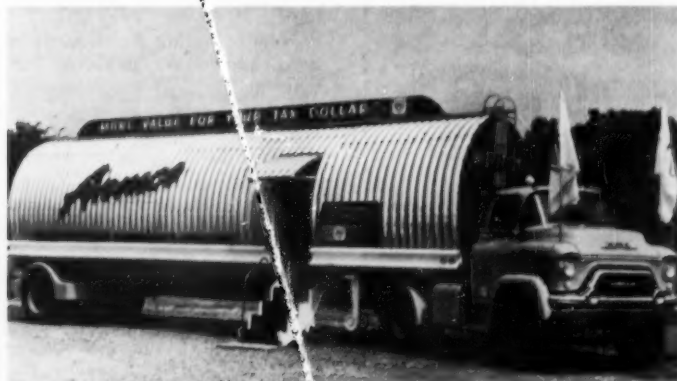
Once there was a sales manager who was fired with an idea that really shook him: "How would it be," he asked himself and his associates, "if we used the same advertisements to (1) sell our prospects, (2) support our dealers and (3) pep up our field men? Could we make the budget go farther? Could we get more for our ad dollars? Could we have more ads? Could we produce more sales, maybe?"

"Good idea," said his associates. "Trouble is, prospects, dealers and field men don't all read the same publications. And we have so many dealers that the listings alone would chew up all the space."

"But what if we used *The Wall Street Journal*?" the SM asked triumphantly, closing the trap. "We could list our dealers region by region! We could reach our best prospects without waste. And (business of pounding the desk) we'll use *Journal* merchandising aids to show the field men AND the dealers what we're doing to help them sell!"

"I'm sure you know," he said kindly, "that *The Journal* has four daily regional editions. (See the addresses on the opposite page.) I'm sure you know that *The Journal* circulation is way over the Sept. 30, 1956 figure of 438,160. I'm sure you know that the people who read *The Journal* are the men who authorize or influence the buying of just about every product their companies use and need. I'm sure you know that *The Journal* is a national publication but with a daily's speed . . . Why, we can put this plan of mine into work now and see the results before other national media close their forms!"

"Great idea, Chief!" said his assistant. And he meant it.



GIANT SEWER PIPE, mounted on a tractor-trailer, serves as a mobile showroom for Armco Drainage & Metal Products, Inc., Middletown, Ohio. The pipe, of corrugated metal, is the type produced by the company for culverts and other drainage work. Inside are 16 exhibits of municipal construction methods and services. The Steelmobile, the name given to the exhibit vehicle by Armco, will visit most major cities in the U. S. and Canada.

courses and presentation of new items. Again we cover two categories: product and application training, and straight salesmanship. The first involves work with instruments; the second such field problems as how to handle purchasing agents, films on sales fundamentals, how to overcome sales objections.

We write salesmen in advance of the meeting, asking them to advise us of problems they want covered. As a rule a substantial portion of our sales meeting agenda is made up of topics suggested by the men themselves.

To illustrate problems and solu-

tions we use a number of devices. One is strictly theater—one member of the class plays the role of a tough purchasing agent and another the salesman trying to get his message across. Another helpful device is narration of personal experiences. And there are valuable sales films available to illustrate problems and solutions. Every attempt is made to make these meetings productive. We feel sales meetings are a waste of time unless the men get what they want and need, not just the old-style generalized pep talk and mutual admiration society meeting.

One trick we do use to eliminate the possibility of sales meetings degenerating into gripe sessions. To keep discussions constructive we use a red and green ball. When we feel a man is thinking or speaking negatively, we turn the red side of the ball on him; as long as he speaks positively he gets the green side.

To relax the men and get them better acquainted, we schedule several social functions during sales meetings. Research and Development puts on a cocktail party; so does Manufacturing. Our meeting may incorporate outings; one such was a recent boat trip to Catalina Island where we chartered a 70-foot sailing schooner to give the men a couple of days of fishing and relaxation.

To augment national sales meetings throughout the year, meetings are held in the four sales regions, headquartered at Mountainside, N.J. (Northeast); Washington, D.C. (Southeast); Chicago (Midwest); Fullerton (West). Regional meetings may have division headquarters people present if the local manager requests them.

On an informal but planned basis men may come back to the factory at any time for refresher courses. The impetus may come from a salesman or his superior if either feels the man needs more training on new products, new applications, or a review of previously covered material.

Written aids. Apart from meeting and plant visits salesmen are kept up-to-date through the periodic issuance of application data from the home office. This information outlines new instrument applications which are either the product of our own Applications group or developed by a customer.

New operating techniques and design changes are publicized in the same manner. When information is complex, someone is sent from the home office to conduct a one- or two-day training program at the regional offices.

Dealer sales personnel are kept posted through similar media and they are brought in for occasional one- or two-week programs on new products. Written communications take the form of "Memos to Dealers," which include policy changes as well as applications and technical or design changes on specific instruments. Dealer sales personnel also have recourse to our Applications group for solution of specific problems which occur during sales negotiations or after a sale has been completed and the equipment installed.

The End

Now the Father of Halitosis Says:

"A Bit of Pollyanna Writing Would Not Have Brought Results"

Dear Mr. Whitmore:

The article, "The Father of Halitosis Tells All . . . Well, Nearly All" (SALES MANAGEMENT, Jan. 4, p. 66) which you wrote about my book, "All Out of Step," has come to me and I have read it with great interest. Let me say at once that I think it is brilliantly lucid, very perceptive, and eminently fair.

Now for a confession about that part of my book that deals with merchandising. I have found in my advertising life that it is essential to use some dramatic method if you are to draw attention to the statements you want to stress. So in my book I have gone all out in making my point that there is an evil, in some cases, in the way sales plans are executed. I am perfectly aware that in most cases the sales staff is necessary, and that it does an honest job in an effort to increase profits. But since the days of very high taxes, where a waste dollar does not loom large, there are, in my opinion, many cases where the sales manager is fortifying his job by giving the trade useless concessions. It was to draw attention to that minority that I chose to write as I did. It has succeeded, for I have letters from very prominent men saying that what I wrote has been made required reading for their entire staff. A bit of pollyanna writing would not have brought this result. If what I have said brings about an improvement in this situation, it has been worth-while. It is my belief that in these tax-ridden years lately the sales staff has little chance to make substantial sums from the stock of the company and hence has turned to making the job secure by the methods I describe. I cannot blame them. If I had a family to support, I should probably do the same thing.

Cordially yours,

Gerard B. Lambert
Pink House
Province Line Road
Princeton, N. J.

Jan. 17, 1957



"GARDY" GARDNER DOES IT AGAIN!

**Dramatic Exhibit Successfully Introduces
New Product to Entire Plastics Industry!**

"TREMENDOUS ACCEPTANCE" . . .
"SMASH SUCCESS"! These were typical reactions to the Marlex exhibit at the National Plastics Exposition which was held at the N. Y. Coliseum. This traffic-stopping exhibit was created by GARDNER for the Phillips Chemical Company, a subsidiary of the Phillips Petroleum Company. It succeeded in two ways. First,

it introduced a new brand name to the industry with drama and sales "punch." Second, it stimulated the imagination of fabricators by illustrating many new uses with simplicity and realism.

Does *your* product or service enjoy its fair share of attention at trade shows? If not, just give your next exhibit problem to "Gardy"! He's got the "Magic Touch"!

**And Look How "Gardy" Helps Alcoa
Sell Farm Buildings and Supplies!**



Perfect sale combination! Models of Alcoa farm buildings are displayed in an actual Alcoa Pole Barn at State Fairs and other exhibitions.

GENTLEMEN:

Yes . . . I'd like to know more about what "Gardy" can do for me. Please send me your booklet, "Drama and Action in Trade Show and Institutional Exhibits."

NAME

COMPANY

ADDRESS

CITY

ZONE

STATE



**GARDNER
DISPLAYS**

477 Melwood St., Pittsburgh 13, Pa.
DETROIT • CHICAGO • NEW YORK

*World's Largest Designers and Builders
of Convention and Trade Show Exhibits*

The People Who Live
in This House Read CAPS.



and the People Who Live in
This House Read CAPS too!



You get the frosting . . . and the cake too . . . with CAPS

Most certainly you get the top of the Dyersburg market with CAPS—but never forget you get mass too! That's true of all the sixty-two buying centers that make up the nation's tenth, the South's first wholesale market.

The Dyersburg, Tennessee story . . . combined daily home delivery of 79.2% to Dyersburg families . . . is typical of the area coverage CAPS gives an advertiser in addition to ever-expanding Memphis. For greater advertising productivity—put it in CAPS.

Two Dailies and The South's Greatest Sunday Newspaper

Combined Daily Circulation 355,159—Sunday Commercial Appeal 263,384—(ABC Published Statistics March 31, 1956)

THE **C**OMMERCIAL **A**PPEAL ~ MEMPHIS **P**RESS-**S**CIMITAR

SCRIPPS-HOWARD NEWSPAPERS



Sanforized Finds Dividends In Teen-Age Fashion Shows

You'd like to bring your brand name to the favorable attention of youth? Take these cues: Keep the "sell" in low key. Find a service approach. Build into your plan factors that will work to invite enthusiastic participation by others.

If news of a teen-age fashion show turns up in your local newspaper shortly, it will almost surely embody the name of the Sanforized Division of Cluett, Peabody & Co.

The idea is a current example of a low-pressure promotion for educating, influencing, and preselling today's and tomorrow's buyers of fabrics and ready-made clothes.

The plan was successfully tested in December in Syracuse, New York. Collaborating in it were the home economics departments of four schools and six major retail stores.

Spark that set off the program was a how-to-do-it fashion work-book designed, printed, and distributed to teachers by the Sanforized Division. The book was first offered through full-page advertisements in the September 1955 issues of *What's New in Home Economics*, *Practical Home Economics*, and *Modern Miss*. Within six weeks, 23,000 requests had come in, and the original print run of 20,000 was increased by another 10,000 copies. Since then two supplements have been added.

The work-book is in loose-leaf form. It contains suggested fashion show scripts; instructions for building props, platforms and scenery; information about fabrics, color style.

The warm response convinced Sanforized that teachers were deeply interested in teen-age fashion shows. Accordingly, the management decided

to track one down and study it from inception to culmination. The company sent a representative to call on Laura C. Ellenwood, supervisor of home economics for Syracuse high schools. Miss Ellenwood agreed to the proposal that a full-scale fashion show project be conducted.

In the spring of '56 several planning sessions were held. In attendance were a representative of Amberson Associates (educational service which had prepared the work-book), teachers from four schools, and executives from six retail stores: C. E. Chappell & Sons, Dey Bros. & Co., E. W. Edwards & Sons, W. T. Grant & Co., Lincoln Stores, and Sears. Roebuck & Co.

The show was held December 7. Results, based on appraisals from all participants:

1. Students learned "buymanship," specifically how to buy fabrics, ready-to-wear and coordinated accessories; the fundamentals of grooming, modeling, make-up. They learned to find their way around in stores and how to make good use of store services.

2. Store personnel became acquainted with teachers and pupils, gained their good will.

3. The fashion show, which wrapped up the year's achievements, served as a showcase. Though its chief participants were home economics stu-



HIGH-SCHOOLERS enjoy rehearsing for a fashion show held in Syracuse. Home economics department, local retail stores cooperated.

dents, many others got into the act. Shop classes carpentered stage props and settings. Printing students turned out tickets. Drama club members coached the "actors," supervised make-up. Other students served as stage hands, ushers, ticket takers. Eight hundred attended.

4. Sanforized management had evidence of the soundness of its decision to distribute the fashion show work-book.

Here are the highlights of the timetable followed in preparing for the show, for the staging:

September. Teachers explained program to students.

Each participating student received a project notebook. Included was a page for each store, listing location of fabric department, name of individual to contact when shopping. Also: location of pattern, notions, sportswear, teen-shop dresses, lingerie, accessories departments.

Each home economics class received an 8" x 10" swatch book containing 50 different fabrics (wool, cotton, rayon, nylon, blends) from stocks of the six retailers.

October. Store meetings began. Students attended at 4 p.m., on own time. Typical meeting, at W. T. Grant & Co.: 14 students, two teachers, four store executives, in store's executive conference room.



PSSssttt!

DON'T LOOK NOW BUT YOUR

Cinesalesman IS SHOWING!

Yes, all over America . . . Cinesalesman, the self-contained 16mm continuous projector, is showing the way to new and thrilling sales results. Here's a salesman with pro-motion selling your product . . . your story . . . endlessly without supervision.

Now 3 Models Available

- 1—Lightweight Salesman's Model.
- 2—800 ft. capacity, heavy-duty showing.
- 3—1200 ft. capacity, providing 30 min. showing—complete with Reel Arms.

It Sells on Sight!



Designed with exclusive patented feature . . . Cinesalesman has met the exacting requirements of hundreds of nationally known organizations, successfully passing all the rigid demands of sales presentations, trade shows, exhibits, conventions and point-of-sales locations. Cinesalesman is proud of its performance record (boasting on request). Incorporating a cartridge type power-driven continuous 16mm film magazine, Cinesalesman features rear projection on a built-in simulated TV screen. It requires no special film, yours will work on any standard 16mm film, either color or black and white.

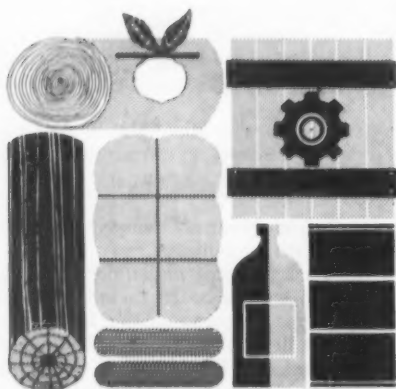
Lightweight . . . compact . . . completely self-contained as illustrated! Simple to operate, just plug into electrical outlet . . . click a switch . . . immediate action and sound . . . providing sharp steady pictures in the most brightly lighted room.

Write for demonstration to:

BUSCH Cinesalesman
CONTINUOUS PROJECTOR

BUSCH FILM & EQUIPMENT CO.

Dept. 5-3
212 S. Hamilton Ave., Saginaw, Michigan



Why sales are jumping in Georgia

Your dollars at The C&S work hard, as constructive loans, to build new buying power. Example: C&S Banks are lending \$3,808,000 each business day . . . to finance Georgia's business and industrial growth, and to help Georgia people buy more goods and services.

The Citizens & Southern National Bank



Broad & Marietta Sts.
Atlanta 2, Georgia
Georgia's Largest Bank
Capital Funds over \$33,000,000
Member FDIC
NEW YORK SERVICE OFFICE:
500 Fifth Ave., New York 36, N.Y.

Twelve fabric swatch sets were given to girls to study during talks. Cokes served. Photographs taken. Girls were taken on tour of piece goods and ready-to-wear departments. They overstayed closing hour of store.

Other store meetings followed similar patterns. At Lincoln Stores the ready-to-wear buyer lectured on fall style trends, discussed appropriateness of materials, care of clothes. At Chappell's there was discussion of sewing problems. At Edwards', 22 girls had refreshments in the tearoom, heard talk on color harmony, visited sewing instructor's classroom. At Dey Bros. there was a talk by fashion coordinator and a tour of the fabric department, with discussion of brand names, performance labels (such as Sanforized). At Sears the girls heard talk on textiles and toured ready-to-wear and piece goods departments. Each received gift of plastic bag with two yards of cotton print (skirt length), tape measure and 7" zipper. Management enclosed friendly note with offer of free sewing machine repair job to student's mother on bringing slip to store in person.

Sanforized's director of educational activities, Wilson Ferguson, lectured to home economics classes in four schools on washability of fabrics, new fabric developments, importance of labeling. Board of Education was promised use of Lincoln Auditorium in Central High School for fashion show; also free use of loudspeaker system.

Fashion coordinators of Lincoln, Dey and Edwards stores gave six lectures in four schools, covering styles and fashion as adapted to the individual, importance of color, modeling, posture.

November. Shop classes at Vocational High School began construction of stage sets, scenery. Beautician from Chappell's addressed classes at schools on good grooming, hair style, make-up, care of hands and nails.

Printing class at Vocational High School set type and printed fashion show tickets.

Stage props, runways installed in auditorium.

Student committees from each class went to stores to borrow accessories, ready-to-wear for the show.

Boy students went to stores to be fitted for clothes they were to borrow for the show.

High schools held individual rehearsals.

Board of Education sent written invitations to all teachers in city schools; offered tickets for students.

WSYR radio interview with Laura

You have to travel to outsell competition



THE COMPETITIVE challenge has always nipped at the heels of sales executives. If you lose momentum, someone strides into your market.

Fortunately, the problem suggests its own solution. A literal interpretation of that old saying—you have to travel to beat competition—provides the quickest, most effective way to gain sales momentum.

Faraway places bring sales goals near!

Cappel, MacDonald travel incentive campaigns galvanize men into action. Suddenly, they read every word of sales training material. Family dinners become sales report meetings. Extra work is an opportunity, not a burden.

The chance to live like a millionaire in some famed resort or exotic city

pushes sales up. Increased self-confidence and know-how keep sales on a higher plateau.

But travel is not a panacea for sales ills. It takes hard work and experience to squeeze maximum dividends from a campaign.

Incentive travel is different!

Your company's reputation as a host is safe with Cappel, MacDonald and its associates. A world-wide staff smooths every detail. Winners are offered parties, fishing trips and other flattering special attention. Campaign benefits are multiplied and prolonged by the world's leading travel incentive service.

Merchandise has a place!

Some salesmen are stay-at-homes. Some find travel awards beyond their reach. Yet campaign interest lags unless every man has a chance to win. That's why C-M offers you a complete incentive package—travel, merchandise, planning, service. Winners may choose from 1,400 items in the C-M Catalog.

Professional help assures success!

C-M executives have spent 35 years learning what works and why. A 400-

man staff provides man-power no individual customer could afford. Yet all planning, service and creative work are free—provided by normal discounts. You pay only wholesale prices for merchandise, carrier-resort rates for travel, actual cost for printing.

When you call in the C-M man, you free yourself from the work and worry of handling a complex, one-shot campaign...and benefit from experience gained in handling more than 4,000 campaigns a year. Today, learn why so many firms use C-M plans to improve their competitive positions.

50% increase in food sales!

"Our retail volume shows an increase of slightly over fifty percent," reports a famed food packer. "Such an increase is almost fantastic when it is realized that very few new distributors had been added."

"Every moment unforgettable"

"The flowers, champagne, accommodations, food and personnel were tops," says an appliance executive. "We had a perfectly delightful trip and the arrangements which your organization made contributed so greatly to make every moment an unforgettable experience for all."

Cappel, MacDonald & Company

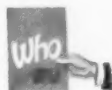
Dayton, Ohio... Offices in principal cities, Canada and Europe



SALES INCENTIVE PLANS

GET FREE HINTS ON MOTIVATING SALESMEN

Phone the nearest C-M office, or write on your letter-head for your copy of "Who's Selling Who?" Cappel, MacDonald and Company, Dept. A2, Dayton 1, Ohio.



Featuring Air Travel on...



AMERICAN AIRLINES



PAN AMERICAN

A NEW Sales Aid to Help You Merchandise Your Pipe Line Equipment and Services

An industry that invests a billion dollars a year in capital expenditures, and \$12 million a week on operations and maintenance is **BIG BUSINESS.**

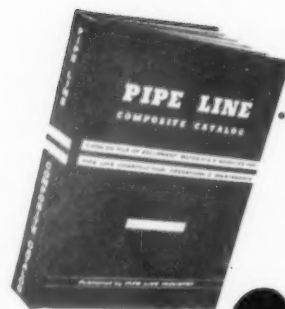
The Pipe Line Industry is such a specialized big business, with tremendous buying influence among a relatively few key men . . . who want and need the necessary facts about the equipment-services you have to sell.

In a recent survey among 3,403 key pipe line men, 97% of the 1,325 responding favored a composite pipe line catalog, comparable to the other specialized Gulf

Publishing Company catalog files for other divisions of the industry.

In response to this demand, a NEW Pipe Line Composite Catalog will be published in 1957 . . . backed by 40 years of petroleum industry publishing and catalog distribution experience . . . to give you a specialized catalog file in which to merchandise your products to the pipe line men who buy.

WRITE TODAY for complete details and rates, and a copy of the new brochure on cataloging to the Pipe Line Industry.



You can bind your present catalog into this composite file or use the complete printing service we offer.

PIPE LINE COMPOSITE CATALOG

A specialized Gulf Publishing Company Publication

• Houston (19), 3301 Buffalo Drive, Jackson 9-4301

• New York (17), 250 Park Avenue, YUkon 6-6558

• Tulsa (3), 916 Enterprise Bldg., CHerry 2-9211

• Chicago (4), 332 S. Michigan Avenue, WAbash 2-9330

• Dallas (1), 518 Santa Fe Bldg., RIVERSide 7-7344

• Cleveland (15), 1010 Euclid Avenue, MAIn 1-3295

• Los Angeles, W. W. Wilson Building, Huntington Park, LUdlow 7-1219

Ellenwood, and Rose McGean, fashion coordinator, E. W. Edwards.

Tickets for show placed in fabric departments of six participating stores.

Art posters exhibited in store windows and piece goods departments. Posters displayed in all Syracuse high schools, offering tickets on request.

Radio interview of fashion coordinators of two stores.

Clothing class students called on mayor to invite him to show.

December. Retailers advertised that tickets were available in piece goods departments. Posters put up in piece goods departments.

On Dec. 4: First over-all rehearsal, 4 to 7 p.m. Sandwiches, milk, ice cream served in Central High School cafeteria.

Laura Ellenwood, supervisor, interviewed on radio.

On Dec. 5: Dress rehearsal.

Radio announcements—six spots, WFBL; five spots, WNDR; three spots, WOLF.

On Dec. 7: 9 a.m. WSYR-TV "Ladies Day" had five-minute inter-

Incentive Travel

Sales Meetings, Part II of Sales Management for March 1, will be devoted largely to the interests of (a) the old pro sales executive who has used incentive travel for years—but wants new ideas and knowledge of what his contemporaries are doing and (b) the sales exec who has never used travel to spur on his salesmen or dealers and who needs basic facts.

This will be worth reading—and worth saving.

view with student in show costume and an executive from the Sanforized Division.

6-8 p.m. Final rehearsal. Press, re-

tailers, Board of Education executives joined in pre-show buffet supper.

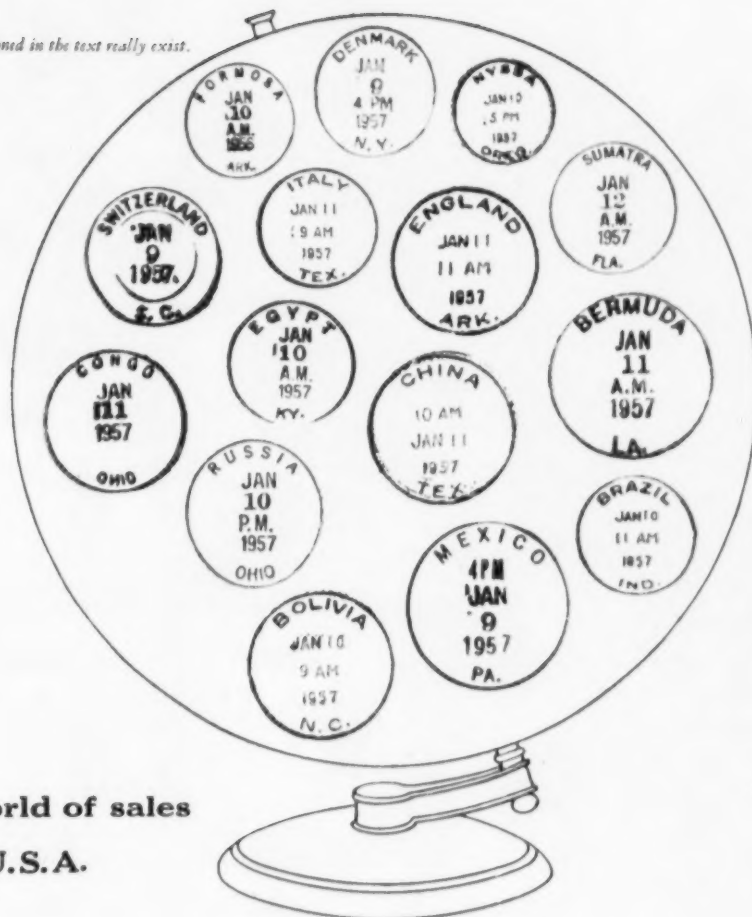
8 p.m. Fashion Show. "A Girl Can Dream." Two voices carried the story. One hundred and twenty-five boy and girl students presented tableaux: School Days, Square Dance, Slumber Party, Sunday Best, Double Date, Sports Event, Snowflake Ball.

(Note: Costumes had been made by students in home economics classes or were borrowed from retailers' ready-to-wear departments.)

Pleased with results, Sanforized Division plans to continue the service to teachers and students. A questionnaire sent to the first 10,000 teachers who requested the book brought a 90% response to the query as to whether the respondent wished to remain on the mailing list to receive future issues. And 75% of those replying said that not only were they planning student fashion shows, but gave specific dates. The survey showed that while most fashion shows are staged in the peak months of April and May they are also held throughout the school year.

The End

All postmarks are actual reproductions. Post offices mentioned in the text really exist.



Grit can bring you a world of sales in Small Towns, U.S.A.

North (Va.), Easterly (Tex.), South (Ky.), and West (Iowa, Miss.), Grit offers advertisers something unique—and valuable.

The Grit audience is unique. Grit is the one national publication slanted specifically to true small towns—towns down the road so far a piece that they are not influenced by any big city.

The Grit circulation pattern is unique. Grit sells more than 850,000 copies every week. And a smashing 58.53% of them go to towns of 2500 or less. No other national publication comes even close to such small-town circulation density.

The Grit concentration on single-copy sales is unique. Exactly 90.15% of its circulation represents single-copy sales. Grit readers in 16,000 small towns give it a cold cash vote of confidence each week. There's no

casual readership here, no waste circulation.

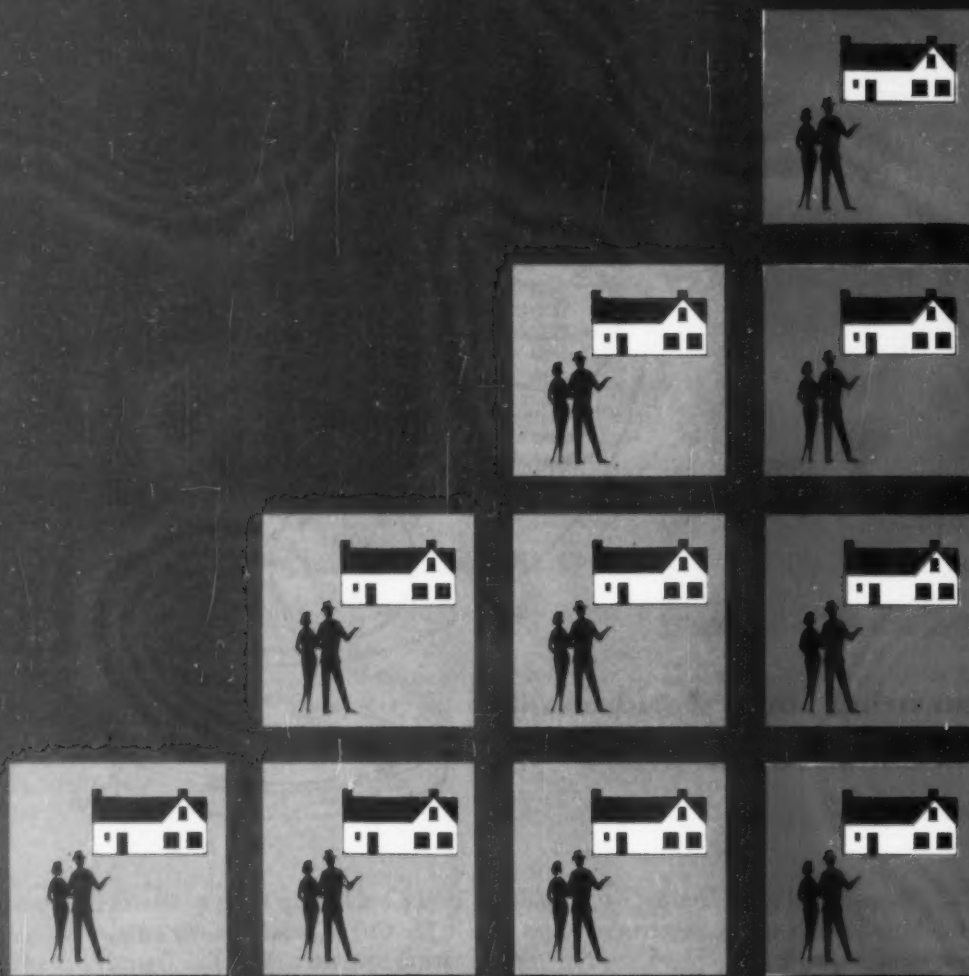
The Grit editorial flavor is unique. No other publication is written quite like Grit. It has an unmistakable aura of village squares, quiet streets, a calm and contented way of life.

The Grit power to make sales is unchallenged. For 21 years Grit Reader Surveys have demonstrated that a Grit campaign is practically certain to increase the small-town share-of-market of almost any consumer product.

Grit advertising in 1956 was up 16.2% over 1955. If you are not already represented in its pages, isn't it time you tapped this Richvale (Calif.) of Profit (Va.)?

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco





Nearly 40% of all adults living in owned homes,
in New York City and suburbs, read The News . . .

Source: Profile of the Millions . . . a study conducted
by W. R. Simmons & Associates Research, Inc.

Approved by the Advertising Research Foundation.

Any New York News office will show you Profile.



Home owners?

... The News has more readers in home owning families than all other New York morning papers combined...or all evening papers combined!

Or, as the researchers state it more stuffily, The News has 1,610,000 adult readers living in owned homes, situated in New York City and suburbs:

1,000,000 *more* than the Mirror

1,090,000 *more* than the

Journal-American

1,150,000 *more* than the

World-Telegram & Sun

1,180,000 *more* than the Times

1,260,000 *more* than the

Herald Tribune

1,370,000 *more* than the Post

Prefer percentages? Then The News has 40% of all New York City adult readers l.i.o.b. in the area previously specified.


Even staid bankers admit unreservedly that home owners are hotter prospects than hall-roomers or rent receipt savers; and loan

them lots of money freely. If you now sell something that makes a house a home, etc., then The News should be big news to you.

You may be quite surprised to learn that there are so many home owners in the New York market—or that one newspaper dishes up so many of them on its small, reads faster and livelier, pages (adv).

But just remember that The News has *more* families with children, upper incomes, liquor drinkers, car owners, two-car owners, coupon clippers, and (rah! rah!) college alumni—*more market* for everything—than any other medium can offer in New York City and suburbs. Or any other place, come to think of it! And The News audience doesn't dial out on you, is dependable—every day and Sunday!

If you want to make more friends and influence people, call the nearest New York News office right away!

The  News, *New York's Picture Newspaper...*

with more than twice the circulation, daily and Sunday, of any other newspaper in America...

Needed: 404,580 More Salesmen

American executives are now engaged in a great talent hunt for salesmen. Reason: "Sales manpower," says National Sales Executives, Inc., in a special sales manpower report just released, "is basic to all your other problems today."

"With business leaders calling for creation of greater markets to absorb our expanding productivity," continues NSE, which has 28,000 members in all parts of the world, "the major leadership problem is one of attracting and retaining enough creative salesmen to do the job."

"The problem is complicated," says Jerry Foley, manager, Member Serv-

ice for NSE, operating under the committee headed by J. C. Luhn, president, The Easterling Co., and director for the Sales Executive of NSE, "and made more difficult by almost a generation when non-competitive selling was sufficient 'to get by.' Now, selling, a profession that has always attracted a small percentage of the work force, must expand in a highly competitive manpower market."

On this and the following pages are answers to four of the most critical questions facing the executive who teams his salesmen with advertising to deliver the needed and wanted goods and services to America. Are you

geared to meet your own objectives?

President Robert A. Whitney of National Sales Executives and J. C. Luhn's committee and staff have designed their report to give you the best available information to help you analyze your recruiting needs successfully in today's changing market.

The six National Sales Executives marketing classifications used are designed to locate information in your specific areas of interest. They are not intended to reflect any traditional usage.

Important: read the definitions of the six marketing classifications before you interpret data!

6

FORMS OF DISTRIBUTION

*What They Mean to You in Pay Plans . . .
Other Benefits . . . Car Allowances*

1. CONSUMER ROUTE SELLING

Salesmen selling and usually delivering to a regular list of consumer customers where business is mainly repeat, although attempts are made to add new customers on consumer products. (Staple products such as milk, bread, laundry, newspapers, and other repeat items.)

PAY PLANS — 2.8% reported straight salary, 25.4% reported straight commission — 71.8% have salary + commission, bonus or other incentive pay plans.

OTHER BENEFITS — 28.1% provide a company car for salesmen. 69.2% provide paid Life and Accident Insurance — note only 4.2% out of this group have paid Salesmen's Retirement Plans.

CAR ALLOWANCES — were inconclusive when other variations were considered.

2. BUSINESS ROUTE

These salesmen cover a predetermined list of business customers to whom they sell familiar supply items. These items might be production materials, office or mill supplies — or familiar products for resale to consumers. Mainly repeat business. Can be manufacturer, wholesaler or distributor.

PAY PLANS — 7.3% reported straight salary, 21.7% straight commission and 71% salary + incentive pay plans.

OTHER BENEFITS — 79.5% provide Life and Accident Insurance, only 9% provide a paid Salesmen's Retirement Plan, 5.7% reported various other fringe benefits.

CAR ALLOWANCES — 49.8% provide company car, 12.8% pay a depreciation allowance + mileage. Of these reporting mileage allowances (106) 37.7% pay 7¢ and 34.8% pay 6¢.

3. CONSUMER SPECIALTIES

These businesses contact new prospects constantly, usually do "missionary work," and the products or services must be creatively sold. (Life insurance, appliances, insulation, and a host of other items and services sold directly to the home.)

PAY PLANS — 3.7% reported straight salary, 44.6% reported straight commission, 51.7% reported salary + incentive pay plans.

OTHER BENEFITS — 57.8% provide Life and Accident Insurance, 7.2% provide paid Salesmen's Retirement Plans, 9.1% reported various other fringe benefits.

CAR ALLOWANCES — 13.7% provide company car, 2.3% pay a depreciation allowance + mileage on cars. Only a few gave car mileage allowances. Of these 37% pay 7¢ and 37% pay 8¢ per mile.

4. BUSINESS SPECIALTIES

Similar to "Consumer Specialties" except that the firms do the same creative selling job to business firms on products or services with which the customer is not likely to be familiar. Therefore the salesmen must canvass for a major portion of the business and have no specific list of customers supplied to them. (Business machines, advertising, business insurance, air conditioning and consultant services.)

PAY PLANS — 8% reported straight salary, 31.3% reported straight commission and 60.7% reported salary + commission, bonus or other incentive pay plans.

OTHER BENEFITS — 68% reported they provide Life and Accident Insurance, only 4.9% provide a paid Salesmen's Retirement Plan, 6.2% reported other fringe benefits.

CAR ALLOWANCES — 13.7% provide a company car, 3.3% pay depreciation allowance plus mileage. 151 reported mileage paid. Of these 18.5% pay 6¢, 36.4% pay 7¢ and 29.1% pay 8¢ per mile.

5. RETAIL

Under this classification are those businesses operating from a fixed place where the customer comes in to see the salesperson. (Received a smaller percentage of returns in this classification.)

PAY PLANS — 4.9% reported straight salary, 32.7% reported straight commission, 62.4% reported salary + commission, bonus or other incentive pay plans.

OTHER BENEFITS — 68.2% provide Life and Accident Insurance, 4.7% provide paid Salesmen's Retirement Plans, 6.3% reported other fringe benefits.

CAR ALLOWANCES — 35% provide company car, 4.7% pay depreciation allowances plus mileage. Of those reporting paying car mileage payments, 28.5% pay 6¢ and 51.7% pay 7¢ per mile. (Note — this information points up the growing trend of retailers going direct to the home on major items.)

6. INDUSTRIAL

Under this is the engineering type of salesman selling either machinery, product supplies or services where he must be an engineer or a technically trained expert on products and processes in his field. He usually sells machinery or other heavy investment items which may involve considerable change in the operation of the customer's business.

PAY PLANS — 22% reported straight salary, 12.1% reported straight commission and 65.8% reported salary + commission, bonus or other incentive pay plans.

OTHER BENEFITS — 75.7% provided Life and Accident Insurance, only 5.6% provide paid Salesmen's Retirement Plans, 3% reported various other fringe benefits.

CAR ALLOWANCES — 49% provide company car, 8.6% pay depreciation allowances. 165 reported mileage payments. Of these 42.4% pay 7¢, 28.4% pay 8¢, 4.2% pay 9¢ per mile. Those below these figures are probably those paying depreciation allowance in addition to mileage.

SOURCE — National Sales Executives, Inc., January, 1957

I. NATIONAL SALES EXECUTIVES MEMBERS ARE ACTIVELY SEEKING 404,580 MEN

	Consumer Route	Business Route	Consumer Specialty	Business Specialty	Retail	Industrial
Salesmen	9,160	30,583	151,360	41,870	4,475	17,716
Trainees	2,897	13,514	92,396	21,046	3,670	13,973
Total	12,057	44,017	243,756	62,916	8,145	31,689

II. COMPENSATION BEING OFFERED SALESMEN TODAY

Starting Pay per month	Consumer Route	Business Route	Consumer Specialty	Business Specialty	Retail	Industrial
\$100 - 149	---	.3%	3.4%	.3%	2.5%	.7%
150 - 199	2.%	.7	4.3	---	5.1	---
200 - 249	14.	3.3	8.6	2.2	13.	.3
250 - 299	18.	8.7	4.3	4.9	7.6	3.1
300 - 349	30.	33.	24.5	32.2	33.3	6.6
350 - 399	16.	23.9	22.7	21.2	17.9	17.4
400 - 449	14.	23.	19.3	24.7	13.	29.8
450 - 499	2.	5.3	6.9	4.5	2.5	14.4
500 - 549	4.	8.1	5.2	7.6	5.1	16.8
550 & Over	---	3.3	.8	2.4	---	10.9

AVERAGE MONTHLY EARNINGS OF TOP THIRD OF THEIR SALES FORCES!

Pay of Top Third of Sales Force	Consumer Route	Business Route	Consumer Specialty	Business Specialty	Retail	Industrial
\$349 & under	3.5%	1.2%	.5%	.3%	6.4%	---
350 - 399	10.5	.3	1.1	1.2	4.3	.3%
400 - 449	10.5	8.	5.5	1.8	6.4	1.2
450 - 499	10.6	8.7	4.7	2.4	8.5	2.0
500 - 549	24.6	9.	4.8	6.7	12.8	2.6
550 - 599	5.2	4.8	4.2	4.	4.3	4.3
600 - 649	15.9	18.7	10.7	11.9	10.7	11.6
650 - 699	5.3	6.3	5.4	4.9	8.5	6.8
700 - 749	7.	8.7	11.9	7.4	6.4	11.6
750 - 799	3.5	6.8	4.2	7.6	6.3	8.6
800 - 849	1.7	18.5	19.0	14.1	8.5	14.8
850 - 899	1.7	2.	1.2	2.7	---	2.9
900 - 949	---	3.6	6.	6.7	4.3	8.4
950 - 999	---	.3	1.2	.6	---	.4
1000 - 1049	---	8.4	11.9	15.9	6.3	14.2
1050 - 1099	---	---	.6	---	---	.6
1100 - 1149	---	.3	.5	1.2	---	.9
1150 - 1199	---	.3	---	.3	---	.4
1200 - 1249	---	1.7	2.4	4.5	2.1	4.5
1250 - 1299	---	.3	---	1.5	---	.7
1300 - 1349	---	.3	---	---	---	.4
1350 - 1399	---	.3	---	.3	---	---
1400 - 1449	---	---	---	1.2	2.1	.3
1450 - 1499	---	---	---	---	---	---
1500 & over	---	3.4	4.2	2.8	2.1	2.8

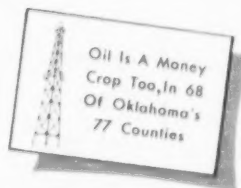


Diversified Agriculture

**Pays Oklahoma farmers
SIX HUNDRED MILLION DOLLARS
In year 'round monthly income!**

The soils and climates of the North, South, East and West all merge together in Oklahoma. From cattle to cantaloupe, farmers here produce more than 30 different "money crops."

Harvests spread over 8 months of the year and monthly farm market income varies only $7\frac{1}{2}\%$ during the entire year. To sell goods or services . . . anytime of the year to Oklahoma's rural families, advertise in the newspapers they read most.



**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

published by The Oklahoma Publishing Company represented by The Katz Agency
Greatest in Circulation, Prestige and Buying Influence in Oklahoma

III. HIRING REQUIREMENTS

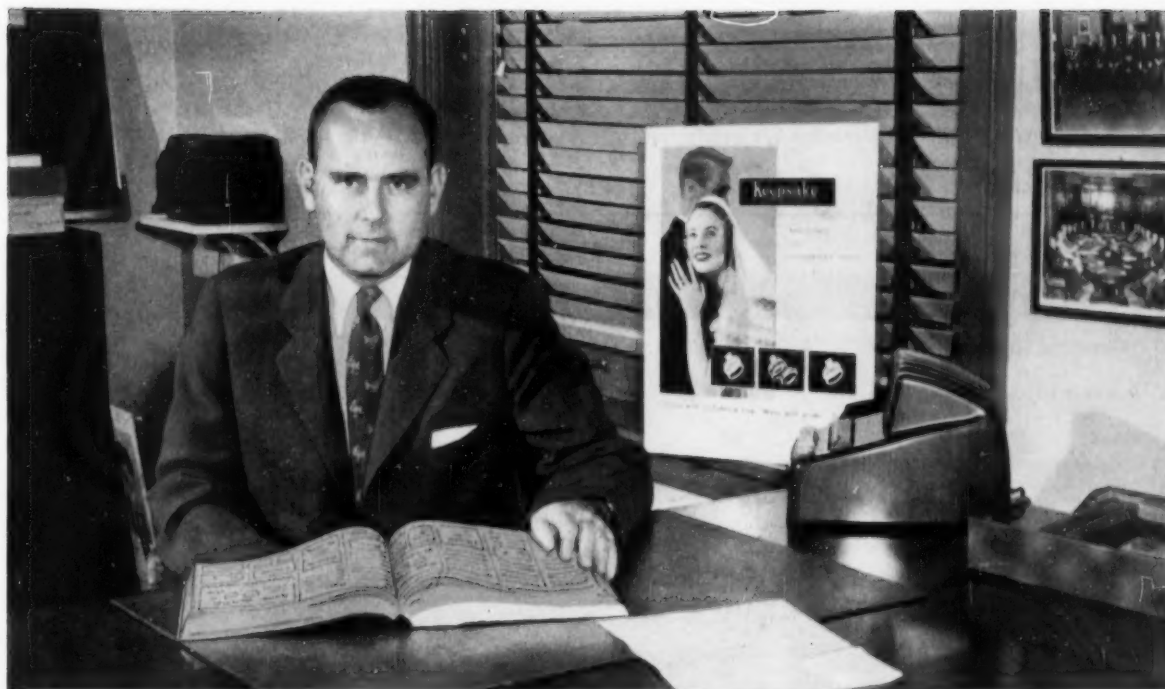
A. EDUCATION REQUIRED

NSE Marketing Classifications	College	High School	Grammar School	Other	No Answer
1. Consumer Route	11.2%	76. %	4.3%	—	8.5%
2. Business Route	24.	65.3	2.3	.9%	7.3
3. Consumer Specialty	17.9	68.4	2.7	1.3	9.7
4. Business Specialty	42.	48.3	.8	1.3	7.6
5. Retail	14.3	70.	3.1	3.1	9.5
6. Industrial	62.2	30.8	.2	1.4	5.4

B. EXPERIENCE REQUIRED

NSE Marketing Classifications	Successful Selling of Same Products or Services	Successful Selling to Same Type of Customers	Established Customer Product Following	Inside Experience Giving Insight into Customer Problems & Sales Personality	No Answer
1. Consumer Route	21.1%	19.8%	1.4%	28.2%	29.5%
2. Business Route	34.7	28.5	—	27.3	9.3
3. Consumer Specialty	22.8	23.7	.9	33.	19.6
4. Business Specialty	37.4	24.9	.2	29.	8.5
5. Retail	42.8	20.6	3.1	22.3	11.2
6. *Industrial	45.4	30.4	1.5	2.5	20.2

*Industrial Executives should note their extreme difference of opinion on the value of inside experience on customer problems as shown in this survey. (Surveys of Purchasing Agents have consistently shown a low percentage of salesmen in this group bringing constructive ideas to PA's.)



"YELLOW PAGES TRADE MARK SERVICE IS THE VITAL LINK THAT MAKES OUR NATIONAL ADS PAY OFF"

—says Keepsake ad manager

"The weakest link in the selling chain, and the place where most advertising dollars are wasted is the failure to put the consumer in direct touch with the retailer."

That's the common sense opinion of A.W. Doolittle, advertising manager of the A. H. Pond Company, Syracuse, N. Y., producers of Keepsake Diamond Rings.

"Our advertising can build the desire to buy, but the

sale is going to stop right there if we fail to direct potential customers to the right store. That's why we identify Keepsake dealers through trade-mark headings and trade-name listings in the Yellow Pages of telephone directories. Most important, every Keepsake national ad carries the Yellow Pages emblem. So all readers need do is look in the Yellow Pages to locate their nearest Keepsake dealer."

OVER 1,900 Keepsake Diamond Ring dealers appear under the Keepsake listings in over 1500 markets.

TRADE MARK SERVICE helped put a treasured Keepsake engagement ring on this happy girl's finger.

THIS YELLOW PAGES EMBLEM in Keepsake's advertising directs readers to authorized Keepsake dealers.

Jewelers—(Cont'd)

KEEPSAKE DIAMOND RINGS

Genuine registered Keepsake Diamond Rings are the world's finest quality — GUARANTEED PERFECT by Good Housekeeping, Keepsake and your jeweler in many beautiful styles at nationally advertised prices.

"WHERE TO BUY THEM"

Goldman Joe Jewelers Inc.
7117 W Greenfield av—GLenview 3-2211

Joe Jewelers Inc.
838 W Mitchell—Mitchell 9-0303

Joe Jewelers Inc.
156 W Wis av—BRoadway 6-2777

Goldman Joe Jewelers Inc.
2209 N3-L0ust 2-7777

JEWEL SHOP 1204 W State—WEST 3-3323

STILLER'S JEWELERS INC
2740 N Teutonia av—L0cust 2-9107

Capitol Co.
UNION



C. PRACTICE BY AGE GROUPS

(The Question) "When other considerations are satisfactory, is it your practice to hire men over 35, over 40, over 45, over 50?"

NSE Marketing Classifications	Will hire over 35	Will hire over 40	Will hire over 45	Will hire over 50
1. Consumer Route	56.8%	20.5%	11.4%	11.3%
2. Business Route	12.	23.3	12.4	12.3
3. *Consumer Specialty	38.5	18.4	12.4	30.7
4. Business Specialty	49.7	14.6	17.9	17.8
5. Retail	50.	15.	12.5	22.5
6. Industrial	49.1	16.5	11.4	10.

*Consumer Specialty — Big ticket items to the home — first to return to competitive buyers' market. Many strictly sales companies come under this group. This group also shows high salesmen's pay opportunities and new selling plans.

72% of these sales forces are not open to men over 45 years.

(38% of the entire working population is over 45 years of age today.)

REASONS GIVEN FOR AGE BARRIER

40.7% — gave "Company Policy" as reason for Age Barrier.

41.2% — gave "Their Opinion" as reason for Age Barrier.

10.5% — gave "Pay Scale" as reason for Age Barrier.

7.6% — gave various other reasons — such as physical requirements of their salesmen's job. This 7.6% gave logical reasons but even these should be reappraised in today's market.

D. PRACTICE OF *SALES TRAINEES BY AGE GROUPS

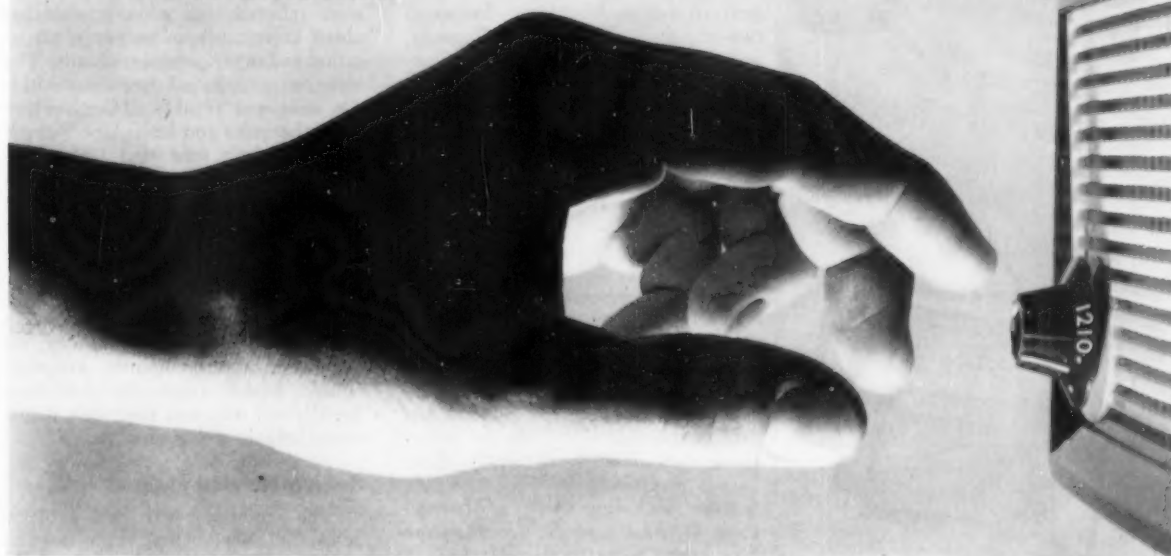
(The Question) "When other considerations are satisfactory, is it your practice to hire men over 35, over 40, over 45, over 50?"

Age Groups	Consumer Route	Business Route	Consumer Specialty	Business Specialty	Retail	Industrial
23 & under	—	1.2%	—	2.9%	8. %	1.1%
24 - 26	15.6%	16.6	7.2%	12.5	10.	13.6
27 - 29	9.8	7.2	2.8	10.7	5.	10.6
30 - 32	23.6	35.4	17.3	28.2	22.3	47.
33 - 35	27.5	25.2	15.2	20.6	27.5	18.4
36 - 38	2.	2.	1.5	3.4	—	1.2
39 - 41	9.8	5.2	14.4	8.5	10.	5.9
42 - 44	—	—	2.1	.5	—	.4
45 - 47	4.9	3.6	15.8	6.9	10.	.8
48 - 50	5.9	3.3	12.2	3.3	7.5	.7
51 - over	.9	.8	11.5	2.5	2.5	.3
	100%	100%	100%	100%	100%	100%

*Sales Trainees — Interpretation is difficult because some develop their own salesmen while others hire only experienced salesmen and convert them by company training.

WCAU
PHILADELPHIA

means
reach



Most Philadelphians don't say, "turn on the radio." They usually say, "turn on WCAU." This is our 35th anniversary and they've been saying it all these years. Apparently the people like what they hear on WCAU.

A gallery of local public service awards and the size of our audience make that point eloquently. More than 930,000 different families reach for WCAU's dial position each week, and we reach them.

That makes WCAU your best radio buy here. In other words, to reach the most Philadelphians, reach for WCAU yourself.

WCAU, WCAU-TV *The Philadelphia Bulletin Radio and TV stations. Represented nationally by CBS Spot Sales. By far Philadelphia's most popular stations. Ask ARB. Ask Pulse. Ask Philadelphians.*

for a good job by the factory at Steps 1, 2, and 3; second, for an awareness by dealers and salesmen of what you're doing and a realization that it's up to them to complete the job by performing Steps 4 and 5. With this in mind, they sent reprints of their advertisements and other promotional pieces, covered by an explanatory letter, to district sales managers and dealers. The letters usually began with an arresting lead-in ("Got a 'Big Fleet' steam cleaner deal cooking?" . . . "Closed for repairs" means out of business for a car laundry" . . . or, "How to live off the fat of the land" . . . this last dealing with steam cleaning in a meat plant). Brief copy followed, touching on the high points of the advertisement. A final paragraph urged sales action.

Here's a portion of a typical letter: "LIKE THE TWO-GUN SHERIFF OF THE OLD WEST . . . a two-gun Malsbary cleans up tough situations in a hurry.

"If your customer is worried about a heavy cleaning load of big equipment gummed up with tars and other hard-to-remove dirt, show him a copy of Ad 91.

"It puts a trigger finger on something no competitive cleaner can match . . . two guns which can be used simultaneously, one firing hot solution, the other cold water."

The letter signs off with "Yours for a 2-gun clean-up."

Dugener says, "We never let up on our conviction that creative selling is a dual effort in which the factory advertising makes thousands of sales calls by way of magazines and other media to perform Steps 1, 2 and 3 . . . so that our sales representatives and dealers can follow up with Steps 4 and 5."

The End

Is
JOB - TENSION
*Hidden Cause of
These Diseases?*

Authorities often trace torturing gastro-intestinal ailments including colitis, constipation, even hemorrhoids to the nerve-racking "high-tension" pace at which we live. They say, too, that these ailments make tension worse—trapping their victims in a vicious circle. Write today and learn how a world-famous clinic, with complete resources, helps patients break this "vicious cycle"—using methods refined by experience of over 56 years and over 82,000 cases. Address McCleary Clinic and Hospital, 259 Elms Blvd., Excelsior Springs 6, Mo.

FEBRUARY 15, 1957

for **DEPENDABLE MOVING**

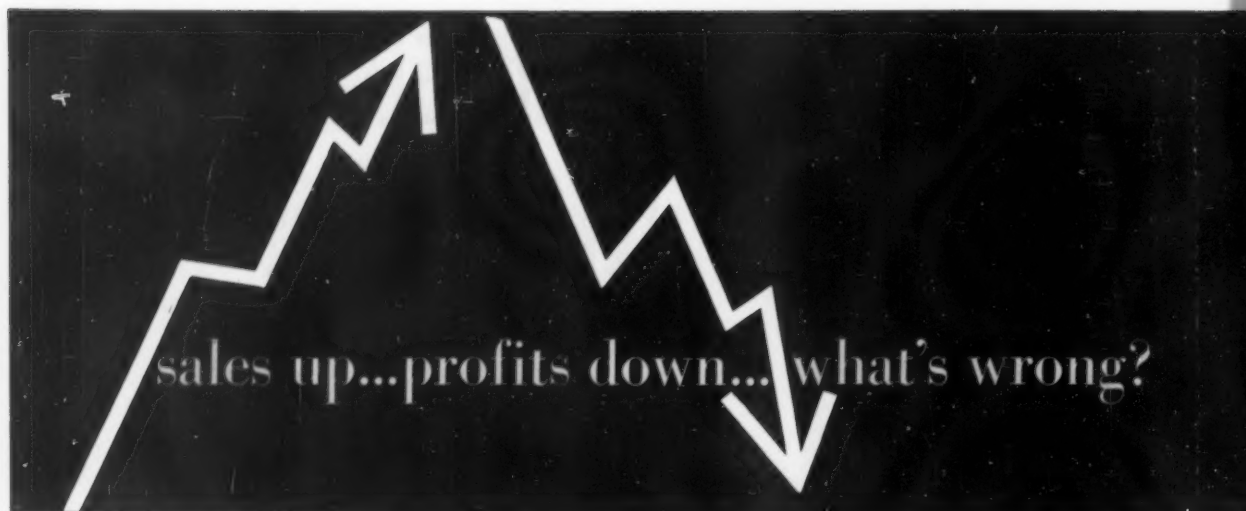


CALL YOUR ALLIED MOVER ... he's the No. 1 Specialist

Ask your Allied Mover for a copy of "Before You Move." See the yellow pages of your phone book, or write Allied Van Lines, Inc., Broadview, Illinois.



ALLIED VAN LINES • WORLD'S LARGEST LONG-DISTANCE MOVERS



what **VALUE ANALYSIS** is and how

VALUE ANALYSIS is the systematic examination of every part or component of a finished product to determine the exact nature and extent of its *value* to the finished product.

Suppliers are called in to analyze the parts they supply and to make recommendations on how various parts can be altered or replaced (or even eliminated) to reduce final cost without impairing

what this **VALUE ANALYSIS** issue of **PURCHASING** means to you

Over 25,000 industrial buyers will read, study and apply this special information to their own purchasing practices.

Through the National Association of Purchasing Agents, many other industrial buyers will know about and obtain copies of this issue.

As VALUE ANALYSIS is applied to purchasing methods and procedures, present suppliers will be subject to review and reappraisal . . . new suppliers will be explored.

This is the time to tell your product story to all industrial buyers, with emphasis on user benefits, better quality, greater

economy. In this issue of **PURCHASING** you can reach a bigger buying audience, and reach it over and over in a manual-type issue that has extended life because it reports principles, methods, case histories on one of the most important subjects in management today . . . how to increase profits as costs go up.

This issue of **PURCHASING** Magazine closes April 10, comes out early in May. It carries regular advertising rates. Make use of this unusual advertising opportunity to tell your product story to the men who are in every buying decision. These men must know about your product before they can buy it.

one answer to the problem of lower profits on bigger sales is **VALUE ANALYSIS**

it helps management keep profits up

quality. VALUE ANALYSIS thereby offers an opportunity to any concern where profits are down in relation to sales volume.

To spell out this opportunity PURCHASING Magazine devotes its entire May 1957 issue to a detailed explanation of this new cost reduction tool—what it is—what it can do—how to use it—how other companies are now using it.

some of the subjects
to appear in the
May issue of **PURCHASING**

HOW TO...

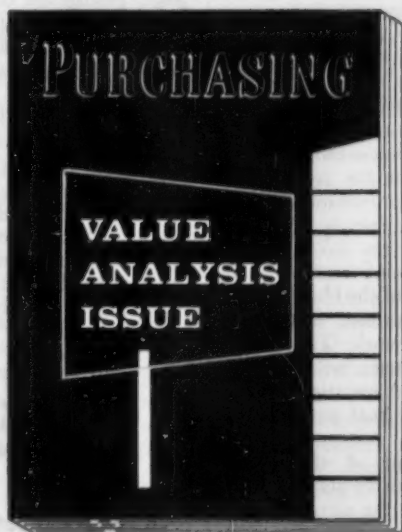
- get a VALUE ANALYSIS program going
- analyze materials parts
- hold a VALUE ANALYSIS meeting
- measure value performance
- adopt VALUE ANALYSIS to new supplier relationships

ALSO...

450 case histories on VALUE ANALYSIS, divided for quick reference into 8 sections —

MATERIALS	PACKAGING AND
COMPONENT PARTS	SHIPPING
PRODUCTION TOOLS	OFFICE EQUIPMENT
ELECTRICAL EQUIPMENT	AND SUPPLIES
MATERIALS HANDLING	MRO AND SAFETY

This important feature permits you as a supplier to advertise in a section that is in complete harmony with your product story.



PURCHASING SEP BPA MAGAZINE

The methods magazine for industrial buyers

205 East 42nd Street New York 17, N. Y.
A Conover-Mast Publication

WORTH WRITING FOR...

U.S. Market Areas

Third edition of a useful marketing research tool, presenting updated measures of marketing potential for the 501 Market Areas as defined by the Research Department of The Curtis Publishing Co. These areas are combinations of counties grouped according to valid geographic and marketing criteria which make them good "building blocks" in defining sales territories. Thus manufacturers or distributors who want to break the country down into any given number of sales territories can use these areas, or combination of areas, secure in the knowledge that they are working with viable marketing units.

For each of the market areas, and for all the counties composing them, the report offers 12 measures of potential expressed as percentages of the U. S., additive to 100%. Ten measures are the SALES MANAGEMENT estimates of retail sales taken from the 1956 *Survey of Buying Power*, in two basic groupings. The "Convenience Goods Store Sales" represent those goods for which consumers shop in areas very close to home (food, drugs, autos, gasoline, lumber-building materials, hardware), whereas the "Shopping Lines Store Sales" (apparel, general merchandise and furniture, furnishings and appliances) are those goods for which consumers are willing to travel some distance from home. Thus, whereas the 501 market center counties contain 59% of all families and account for from 51% to 67% of all close-to-home purchases, they account for as much as 75% of all general merchandise sales.

The additional measures of potential offered include the SALES MANAGEMENT estimates of families as of January 1, 1956, and the Curtis Market Index, both expressed as percentages of the U. S. total. The Curtis Market Index is based on a county-by-county count of circulation of *The Saturday Evening Post* and *Ladies' Home Journal*.

In the judgment of the SALES MANAGEMENT research staff, this report, together with the accompanying county map, is an indispensable tool for any sales manager faced with the task of organizing or reorganizing sales territories for consumer goods where the number of areas is more than 50. For a copy of the full report, write to John Stevens, Research Manager, The Curtis Publishing Co., Philadelphia, Pa.

Charlotte, N. C.

A sales study of shoppers from outside Mecklenburg County, showing where they come from, the volume of sales they account for, and how they can be reached with a sales message. Data were compiled from tickets deposited in Charlotte stores during a three-day promotion staged by the Merchants Association. Four counties—Gaston, Cabarrus, Union and York—accounted for 49.1% of all tickets from outside Mecklenburg County. There are data on the top 11 counties and how they compare in population and buying power; retail sales from non-residents of Mecklenburg County, who live within the Charlotte Retail Trading Zone; where shoppers buy. Included is a map of the ABC Retail Trading Zone. For a copy of "Who Shops in Charlotte?" write to David Henes, Promotion Manager, *The Charlotte Observer*, Charlotte, N. C.

Dairy Products

A series of milk products maps, with statistics relative to production of dairy products. Based on recent reports from the United States Department of Agriculture, they include 1955 production of ice cream in the 15 leading states; creamed cottage cheese in the 10 leading states; butter in the 15 leading states; non-fat dry milk solids in the 10 leading states; whole milk equivalent of dairy products manufactured in 1955; skim-milk equivalent of certain skimmilk and buttermilk products; evaporated milk in the 10 leading states; sherbet in the 15 leading states; cheese in the 10 leading states; utilization of whole milk and skimmilk in the 10 leading states; milk production in the 15 leading states; ice cream production in the 15 leading states. Copies of "Dairy Products Data" are available from C. J. Linden, Vice-President, The Olsen Publishing Co., 1445 N. Fifth St., Milwaukee 12, Wis.

Economic Indicators

Detailed information about what they are and how business uses them. It covers gross national product, personal income, personal disposable income, index of industrial production, expenditures for new plant and equipment, employment, average weekly hours, construction, housing starts,

consumer price index (CPI), wholesale price index, manufacturers' sales, retail sales, bank loans. The source of information for each indicator is indicated—time published and publisher, what it measures, drawbacks, how business can use it. For your copy of "Basic Economic Indicators," write to M. R. Neifeld, Vice-President, Beneficial Management Corp., Morrison, N. J.

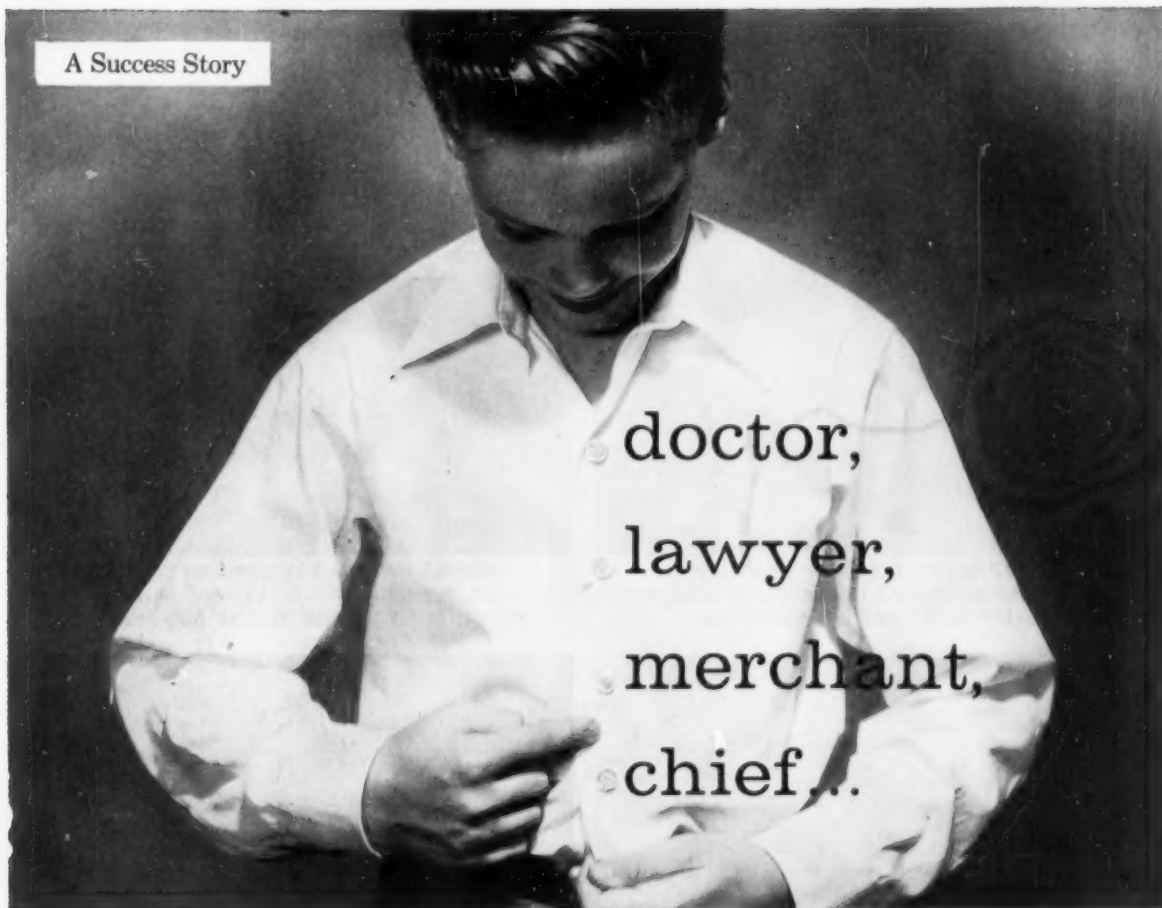
Kosher

A new guide which lists a dozen "do's" and four big "don'ts" to help marketing and sales executives when seeking rabbinical certification for their products and following through to the Jewish consumer. In addition, there are answers to such questions as these: How powerful is the word "Kosher"? What does Kosher mean? How important is Kosher to your business? How important is it to promote the Kosher quality of a product? Is it necessary to put a Kosher symbol on your label? If your product is processed in any way, is rabbinical certification always required? What are the meanings of Fleishige (of meat), Mithige (of milk) and Parve (neutral) in relation to your product? If necessary, how would you acquire rabbinical certification? What is the best way to sell more goods to the 5,500,000 Americans of the Jewish faith? Copies of "What You Should Know About Kosher" are available from Joseph Jacobs, Joseph Jacobs Organization, Inc., 342 Madison Ave., New York 17, N. Y.

The Los Angeles Market

Fact book which reveals that Los Angeles County is first in population among all single-county markets — Cook County (Chicago), Wayne County (Detroit), Philadelphia County (Philadelphia), New York (5 boroughs). Each year since 1940 an average of more than 157,000 persons have been added to the market—a 16-year gain of 90.3%. It is second among all single-county markets in Effective Buying Income — \$10,647,282,000; first among all single-county markets in retail sales—\$7,554,403,000. The Los Angeles ABC City Zone alone exceeds the entire Wayne County-Detroit market in population, buying income and retail sales. Included are comparative data on the city's major daily newspapers. A copy of "Los Angeles, America's Fastest-Growing Market" may be obtained by writing to Robert J. Simon, National Advertising Manager, *Herald Express*, Los Angeles 54, Cal.

A Success Story



doctor,
lawyer,
merchant,
chief...

What will he be?

New York Life Insurance Company's public-service advertising helps parents plan their children's future.

"What will he be when he grows up?"—this question has probably been asked by parents since the world began.

Concerned with this problem, the New York Life Insurance Company decided to offer parents some helpful information. In May, 1953, they published a public-service advertisement written by Dr. Walter C. Alvarez, headlined "Should Your Child be a Doctor?" It was directed to women in *Ladies' Home Journal*. Immediately, this advertising drew enthusiastic applause from parents, organizations, and the medical profession.

Subsequent advertisements have discussed such careers as Banking, Teaching, Dentistry, Journalism—and each has offered the advice of

a top person in that particular field.

Although this advertising does not make a direct attempt to sell Life Insurance, it has convinced parents that an insurance company need not be an actuarial machine...that it can be a helpful, *interested* human force.

"The Ladies' Home Journal is helping us help parents," according to an executive of the New York Life Insurance Company. "We know how important the woman is in molding her child's future—and also in making or breaking the sale of life insurance. That's why New York Life advertises in the Journal—the magazine women believe in." Judging from the response we are getting from Journal readers, our choice was a wise one."

*Never underestimate the power
of the No. 1 magazine for women...*

Ladies' Home **JOURNAL**
A CURTIS PUBLICATION

No. 1 in circulation ★ No. 1 in newsstand sales ★ No. 1 in advertising revenue



"GEIGER COUNTER for \$98.50 caused buying rushes and regular use of Air Express," says the President of The Detron Corp., J. L. Cassingham.



"GUIDED MISSILE PARTS always meet military schedules — thanks to Air Express," says Vincent Sillitta, Traffic Manager, Clarostat Mfg. Co., Inc.



"THUNDERBIRD preview color prints get delivered on time by Air Express," says Joseph H. Snyder, President, Color Corp. of America.



"BUYING RUSHES on top-fashion bathing suits are always met by sure Air Express delivery," says Board Chairman of Catalina, Inc., A. Louis Oresman.

**Which one
has the answer
to your problem?**

These men are "problem solvers"!

They cut down warehousing spare parts — open up new markets — launch advertising programs in 48 states at once! They beat local competition anywhere in the country!

In short, they use Air Express regularly!

And Air Express can solve a lot of similar problems for you. Your product — or samples, models and promotions — can move from your own door to your customer in a few hours.

Today, Air Express is expanding its fleet of two-way



"NEVER LOST A SHIRT YET because Air Express carries our samples country-wide," says the President of Manhattan Shirt Co., Sylvan Geismar.



"MILLION DOLLAR MENU, possible because Air Express carries our Chinese food samples nationwide," says Jenö Paulucci, President of Chun King Sales, Inc.



"TOURNAMENT CLUBS arrive on time anywhere in the U. S. A. when sent Air Express," says Henry P. Cowen, President, MacGregor Golf Co.



"WE STOP BURGLARS, shipping parts for our alarm systems Air Express," says J. B. Rustic, General Superintendent, American District Telegraph Co.

radio-equipped trucks for pick-up and delivery — cutting time by more than *half* in many markets.

In addition, a private closed-circuit teletype service links the nation's key cities together in a single Air Express network — tied in with scores of other communities. Shipments throughout the country can be "pin-

point" located and controlled all along their route!

Yet, most Air Express shipments cost less than with any other complete air service!

For a faster, surer, more far-reaching delivery system — for information and service — just call your local Railway Express Agency and ask for Air Express.



GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY



How Your Congressman Can Help You

You may need a contract, or perhaps just a hotel room. The services your senator or representative might provide: A plug for your product, or you may find your dealers have Congressional backing in fighting your policies.

BY JEROME SHOENFELD

If your company has no office in Washington, D.C., it still can get somebody to run its errands there. The errand runners: either of your state's two senators, your congressman or, for that matter, all three.

As you sit in a senator's waiting room, you may overhear something like the following on the telephone:

"I'm calling for Senator. . . Your office gave a constituent to Feb. 1 to pay his tax. He says he can arrange it after Feb. 15. The senator doesn't know the situation, except as I just stated it. He would like a report on it."

The senator or congressman may suggest speed rather than delay if it's a refund that's in question. Mem-

bers are fearful of getting into arguments about how much the constituent owes.

A constituent complained to Sen. John Sparkman (D., Ala.) that he had trouble getting airplane reservations, but knew perfectly well that the lines gave "VIP tickets" to the favored few. Would the senator please get him some? His assistant canvassed the airlines and, sure enough, one of them mailed a card granting some kind of priority.

Again, an Alabamian living for the time being in Washington telephoned Sparkman that his hotel was kicking him out to make room for a United States Chamber of Commerce member, in town for the April conven-

tion. Apologetically, the manager explained that he had, after all, booked the C. of C. reservations long ago and couldn't default. Sparkman's assistant telephoned Bud Ryan, secretary of the American Hotel Association, who, by hours of patient telephoning, found him another room. By then, unfortunately, Sparkman no longer could find his constituent.

Members of Congress willingly promote agricultural produce. On one day Sen. Alexander Wiley (R., Wis.) and W. Sterling Cole (R., N.Y.) put on a show to push a new milk-shake mix. They found 30 district school children for whom they gave a milk-shake party. The next day, Cole distributed through the House restaurant sample packages of Kool-Shake, "another fine product of General Foods."

Most of a congressman's mail has nothing to do with his official occupation—passing laws. He is asked to do favors, usually to get people out of jams.

It was the Senate Small Business Committee which in late 1952 first championed Jess Ritchie, whose battery restorer, AD X2, the Bureau of

PLAN GREATER SALES IN 1957

IN THESE 10 MARKETS



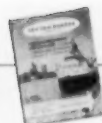
A COMBINED COMPARATIVE NATIONAL STUDY OF 80 PRODUCT CATEGORIES IN 10 MARKETS

All Surveys made by Personal Interviews
of probability samples in each of the
10 markets by DAN E. CLARK II & ASSOCIATES

AVAILABLE NOW through sponsor newspapers or
their national representatives. Each of the sponsor newspapers is
represented nationally by one of these organizations: Cresmer &
Woodward, Inc., Kelly-Smith Co., Moloney, Regan & Schmitt, Inc.,
or Story Brooks & Finley, Inc.

**PLAN 1957 SALES CAMPAIGNS
ON 1956 BUYING RESPONSES TO**

...TOP TEN BRANDS



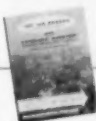
TOLEDO

TOLEDO BLADE



YOUNGSTOWN

YOUNGSTOWN VINDICATOR



WILMINGTON

WILMINGTON NEWS-JOURNAL



AKRON

AKRON BEACON-JOURNAL



PORTLAND

PORTLAND (OREGON) OREGONIAN



DENVER

DENVER POST



MIAMI

MIAMI HERALD



DALLAS

DALLAS MORNING NEWS



LOS ANGELES

LOS ANGELES HERALD EXPRESS



HOUSTON

HOUSTON POST

plus

10 COMPREHENSIVE LOCAL STUDIES

Individual studies for each of the 10 markets are also avail-
able. Local studies show product usage and the TOP TEN
BRANDS for 130 different products, related buying patterns,
brand availability in stores and extensive up-to-date popula-
tion data. Copies may be obtained from each sponsor news-
paper or their national representatives.



LERMER PLASTIC CONTAINERS Help You Make Satisfied Customers

- ✓ They are shatterproof, assuring long life.
- ✓ They are 75% lighter than glass, effecting enormous savings in shipping.
- ✓ They are available clear or opaque in a multitude of lustrous colors.
- ✓ They can be handsomely decorated and printed during manufacture to carry your story.



LERMER PLASTICS, INC. 538 South Ave.
Garwood, N. J.

REPRESENTATIVES IN THESE CITIES: Rochester, Memphis, Miami, Cincinnati, Columbus, Cleveland, Chicago, Detroit, Minneapolis, San Francisco, Los Angeles, Toronto, Philadelphia.

PIONEERS AND SPECIALISTS IN PLASTIC CONTAINERS

RESEARCH DIRECTORS

ELIMINATE YOUR INTERVIEWING WORRIES:

Highest Quality Interviewing for your marketing and opinion surveys is assured when done by Crossley, S-D Surveys' recently combined field staffs.

You will have available: more than 1000 interviewers from coast to coast, all personally selected, thoroughly, uniformly and continually trained.

Your work will be under the watchful eyes of: 134 specially trained and experienced local supervisors.

Your interviewing will be done by: hourly wage-earning employees under an incentive compensation plan based upon quality of workmanship. (IMPORTANT: Legal requirements restrict supervision unless interviewers are bonafide payroll employees.)

You can be assured of: airtight validation, completeness and editing by local and headquarters supervisors.

Your risks are minimized because: liability insurance covers damage and injury claims from products on test or accidents by interviewers while working on your project.

CROSSLEY

S-D Surveys
INC

642 FIFTH AVENUE, NEW YORK 19, N. Y.
Plaza 7-5560

Affiliated with
**STEWART, DOUGALL
& ASSOCIATES**

Standards had claimed to be worthless. Ritchie still sells his product, although at one time the post office had stopped his mail. An FTC examiner recently decided in his favor. Ritchie had written to about 25 senators and representatives.

If Government refuses to buy your product, which you're sure is the best it can get for the money, a senator can help. He may escort you to the agency in question. Since the Small Business Committee can handle such a complaint without him, such zeal is exercised more to impress you than the agency. It's always a matter of seeing whether the buyers followed their own rules.

Liaison Officers

On behalf of their constituents, congressmen battle so much with the agencies as to smooth their struggles into efficient, impersonally courteous routine. The agency has a liaison officer to whom the member's secretary or a committee clerk presents the case, which then is reexamined.

It isn't always to his own congressman that an aggrieved businessman writes. James Roosevelt (D., Cal.) held hearings about two years ago at which gas station operators accused their suppliers of persecuting them. Ever since, he has been getting letters from operators everywhere. Sen. William Langer (R., N.D.) often talks about the troubles of small business and sometimes the newspapers quote him. A New York City phonograph record dealer wrote him that the department stores sold cheaper than he could buy; Langer somehow got the dealer's suppliers to change things around satisfactorily.

A member of Roosevelt's staff made an interesting observation about businessmen's letters. When he's in trouble with a Government agency, a businessman sensibly hires a Washington lawyer, who methodically defends his client at each step in the hierarchy as the laws and regulations tell him to. Not until the case is ready for the courts, and so untouchable for Congress, does he write to his senator or representative. If, as he sometimes claims, his trouble was based on a trivial misunderstanding, the congressman might have cleared it up earlier in the game. On the other hand, immigrants, subject for one reason or another to being deported, tell their congressmen at once. They can't do anything until there's a complete record of proceedings before the requisite agencies, after which they can introduce what are known as "private bills."

Businessmen write to Sen. Ralph

E. Flanders (R., Vt.), once chairman of Jones & Lamson Machine Co., not only to complain, but to ask for technical advice. They ask about machine tools, which Flanders used to design; they want to know how his state treats migrating manufacturers. Both large and small Detroit companies seek championship before Federal agencies by Sen. Patrick V. McNamara, (D., Mich.), but hardly any call on his experience as a sales executive.

When, after all the conversation with the liaison officer, the letters to the top man, the enclosures in the *Congressional Record*, etc., the agency still refuses, the senator or representative introduces a private bill. Out of 10 bills, it is roughly calculated, about four are private. In addition to providing money to communities and admitting immigrants, these pay damages to people who say they came off badly in dealing with the agencies.

Each political party has a staff, "watch dogs of the floor," who look for defects in the private bills put in by the opposition. If something is

wrong, they don't at once tell some senator of their own party so that he can object. They telephone the draftsman and point out what's wrong. The spirit is more of a newspaper copy desk, where editing is done, than of political antagonism.

Last winter, Sen. Joseph C. O'Mahoney (D., Wyo.) offered a forum at which General Motors dealers voiced their grievances against their company, many of which GM subsequently appeased. Rarely can one man accomplish anything so sweeping by a letter to his senator. His trade association must direct the call for congressional help.

Other than mailing seeds, there's one favor your congressman no longer can perform. A few years ago, you could go to him if a parking ticket spoiled your Washington visit. The sergeant at arms or either district committee had it canceled. A few years ago, the police adopted immediate "central booking" so that a congressman can beg off. How to get rid of a ticket is still unresolved in Washington.

The End

SHORT CUT TO BUYING GOOD WILL!

by
Harold Walker



Greatest Audience in History

With 8,000 paid admissions, WDIA's '55 Goodwill Revue drew the biggest crowd in the history of the Memphis Municipal Auditorium . . . attracting a greater attendance than the Harlem Globe-Trotters, Shrine Circus, Metropolitan Opera, Liberace, or Holiday On Ice!

WDIA did it without posters, billboards, or editorials! How? By WDIA's personalized communications system! Securing nationally famous Negro entertainers, gratis, the WDIA Staff donated its services, publicizing the Goodwill Revue on the air. As a result, two days in advance, reserved seats were sold out. Two hours before curtain time, a crowd lined up for general admission tickets—by 8 o'clock, even standing room was gone!

Negro Children Benefit

Proceeds went to Negro Children in Memphis. Most funds went to handicapped ones—to run WDIA operated buses that convey them to Crippled Children's School, daily. Some went to healthy ones—to buy uniforms and equipment for the WDIA Baseball League, first outfit of its kind in Memphis.

Drawing Power of WDIA

Now, what is the significance of this enormous drawing power of WDIA's Goodwill Revue? It means, first of all that Negro tots in braces will get to school—and Negro boys on the sandlots will have uniforms and bats. It also means WDIA controls the largest Negro market in America!

Sales Percentages

Memphis has one of the heaviest concentrations of Negro population in the U. S. . . . Memphians have the highest, per capita, income, relative to white, of any Negroes in the nation. Negro consumers are reached through one medium only—WDIA—50,000 watts!

WDIA is represented nationally by
John E. Pearson Company

John Pepper
JOHN PEPPER, President

Bert Ferguson
BERT FERGUSON, General Manager

Harold Walker
HAROLD WALKER, Commercial Manager

a new design in office efficiency . . .

CLARIN "Commuter" OFFICE
AUXILIARY
CHAIR
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Big Anderson, Clayton Invades Consumer Food Brand Markets

BY LAWRENCE M. HUGHES

A brochure of the Foods Division of Anderson, Clayton & Co. displays a globe. Red dots mark the sites of installations or offices: 11 dots across North America, nine across South America, 17 in Europe and the Near East, and others from South Africa and India to Japan and Australia.

The brochure fails to say that the dots denote company, and not necessarily Foods Division, operating centers. Nor does it admit that this division sells only about 7% of Anderson, Clayton's total \$824 million volume.

But in promoting its own facilities and products, and specifically in telling prospective employees the reasons for "opportunities unlimited," this relatively new and small division may well boast of the scope and size which its corporate parent has reached in 53 years.

If the Houston company, of which Will Clayton of Lexington, Ky., is the controlling stockholder, could do so well with such things as cotton, chemicals and coffee, why should not this division, Dallas, set out to achieve its announced aim of "leadership in the foods field?"

Already citing "a complete line of consumer, institutional, industrial and private label products," the Foods Division intends to move ahead with "an aggressive marketing program that encompasses technical and consumer research, new product development, intensive advertising and merchandising, and steady distribution growth and expansion."

More Marketers

Good jobs would be created, among other functions, in Marketing and Sales. Marketing offers "responsibilities in the total marketing strategy of introducing new products and continuing the development of existing brands." Sales opportunities start with a territory and may lead to "positions with management responsibilities."

In the last year the Foods Division has made news by appointing four advertising agencies—all with headquarters in New York: McCann-Erickson, Inc., D'Arcy Advertising Co., Bryan Houston, Inc., and Paris

& Peart. Except for Bryan Houston, which succeeded a Dallas agency in handling the company's Mrs. Tucker's foods brands, all of them are listed on "new products."

Thus far the first fruits of the agencies' efforts have been largely test campaigns for Flair shortening, started last October through D'Arcy, and for golden Capri salad oil and liquid shortening, launched January 14 through McCann-Erickson. Paris & Peart (whose largest account is A&P stores) continues with the division on a consultant or "fee" basis.

(Under Joseph B. Wilkinson, vice-president and account supervisor, McCann-Erickson people work on Anderson, Clayton and the Foods Division both at Houston and in the division's "own" Gibraltar Life building in Dallas.)

In the list of 15 directors of Anderson, Clayton & Co., the name of Controlling Stockholder Will Clayton does not appear. Except for a member of the company's legal counsel and two retired A, C people, all directors are active officers or executives. Lamar Fleming, Jr., is chairman of the board and Harmon Whittington president. One director is Claude T. Fuqua, Jr., president of the Foods Division.

New Product Managers

Under A, C veteran Fuqua, and in direct charge of getting the division's own brands introduced, promoted and sold, is 36-year-old J. P. (Jack) Kauffman, executive v-p of the division, and former eastern sales manager for Procter & Gamble Co.

Under Kauffman serve George B. Smith, director of marketing, and James DeFort, manager of market research, and under them—on the P&G pattern—are group supervisors Victor Bonomo and Jerry Wizowaty. Each of the last two oversees several brand and new product managers, the number of whom will expand as the division shakes down the scores of new products it has studied into some more marketable realities.

Anderson, Clayton is a king-size factor in the growing, processing and distribution of the products of King

Cotton. Thus far nearly all its food products have been cottonseed oil- or vegetable oil-based.

Flair is called "an all vegetable shortening . . . delicate yellow in color, having a distinctive aroma and texture, and fortified with vitamins A and D." Advertisements show a pretty young housewife holding a can of it, with the theme, "Lift the lid on a fabulous flavor secret." Signature is, "A new-day product of Anderson, Clayton & Co., one of the world's largest processors of vegetable oils."

Introductory advertising of Flair runs in R.O.P. and Sunday supplement color (with schedules per paper calling for 12,000 lines annually) and in TV spots in seven markets: St. Louis and Springfield, Mo., Lincoln and Omaha, Neb., and Amarillo, Galveston and Houston, Tex.

Own Sales Force

The Foods Division has built its own sales force in 20 midwestern and southwestern markets.

Jack Kauffman would not reveal sales trend figures, nor plans to extend Flair to other markets.

Meanwhile, on January 14, the Foods Division launched Capri salad oil and liquid shortening in a test in six midwest and southwest markets: "You'll love the oil; you'll bless the bottle." The latter, in decanter form, is said to be "the only easy-grip, no-slip bottle." Four-color, full-page newspaper ads, 24-sheet posters and TV spots are being used in each market—the list of which Anderson, Clayton is not yet ready to reveal.

The company's first ventures into branded foods were in Latin America, with Inca shortening and Prima Vera margarine. Mrs. Tucker's Foods, acquired in 1952, became its first U. S. brand. Mrs. Tucker's Division became the Foods Division in March 1956. At that time the division's administrative and sales headquarters were moved from Sherman, Tex., to Dallas.

Anderson, Clayton's food experience, however, dates back to 1913, when its newly formed Interstate Cotton Oil Refining Co. of Sherman



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Anderson, Clayton Ranks Eighth Among "Largest Merchandisers"

Eighth in sales volume, and fifth in assets, on Fortune's latest annual list of "50 largest merchandising firms" stands Anderson, Clayton & Co., of Houston.

This summary, reporting company figures primarily for calendar 1955, gives Anderson, Clayton a gross revenue of only \$736.5 million, which it received in the fiscal year ended July 31, 1955, or about \$87 million less than that for the year ended last July.

Even so, this company's gross revenue was exceeded only by that of such better known firms as A&P, Sears, Roebuck, Safeway, J. C. Penney, Kroger, Montgomery Ward and Woolworth.

Fortune identified eight of the 50 as "engaged primarily in wholesaling." In this group A, C's \$736.5 million was about 50% larger than McKesson & Robbins, nearly twice as much as Graybar Electric, and from three and a half to nearly seven times the revenue of the others: Consolidated Foods, Western Auto Supply, American News, Pacific Gamble Robinson, and Butler Brothers.

In assets, among all 50, A, C's \$457 million was outranked only by Sears, Ward, A&P and Woolworth, and was from two and a half to 16 times the size of the other seven "wholesalers."

Among all 50 "merchandisers," the Houston company was 14th in net profit—with \$8.8 million. But this still exceeded McKesson's \$7.3 million; Western Auto's \$5 million, and Graybar's \$4.7 million, and was from three to six times as much as the other wholesaling firms.

And in fiscal 1956 Anderson, Clayton's net profit climbed 50% to \$12.4 million.

Only in number of stockholders—2,760—does this company rank near the bottom of the "50 merchandisers" list.

"introduced one of the pioneer brands of shortening . . ." From this nucleus, A, C says, "a full family of vegetable oil products was developed for home consumption;" for private brands, institutional customers and the industrial market.

The Sherman plant was enlarged several times. Other food plants were built in Mexico and Brazil. And in 1953 the company opened, at Jacksonville, Ill., "the nation's most modern food plant."

The company's report for the year ended July 31, 1955 told of "expanded advertising and promotion . . . to develop markets . . . particularly those of the Jacksonville refinery." The report for fiscal 1956 mentioned that the Foods Division was "expanding its selling organization—but manufacturing margins were narrowed by intense competitive conditions."

Of last year's \$824 million volume, only \$60 million is said to have been in food products, and \$45 million of this was *not* sold to consumers under Anderson, Clayton's own brands.

The line of institutional products for the food industry includes such names as Gleam, Velvet, Kerba, Southern Queen, Vaf, Meva, Mix-Ezy, Nylene and Py-Eze shortening (some including meat as well as vegetable fats), for cakes, cookies, icings, rolls, biscuit, frying and other purposes; Velvet-M for frozen desserts, and Hy-Chill salad oil. Private label products primarily are margarine, shortening and salad oil. In tank cars, tank trucks and drums in carload lots, the Foods Division supplies cottonseed oil for uses ranging from frying potato chips to salad dressings and seasoning, vegetable oil for margarine, etc.; meat, vegetable fat, shortenings, made to customer specification.

Directly or indirectly, however, the bulk of Anderson, Clayton's business still stems from cotton. Virtually all of its \$117 million (cost less depreciation) worth of property, plant and equipment is in cottonseed oil mills, refineries and gins, cotton warehouses and compress equipment, cotton farms and a cotton textile mill for making blankets. While about 60% of the total investment is in the United States, \$44.6 million has been made in other countries—in order, Mexico, Brazil, Peru, Argentina, Egypt, Paraguay, France and Panama.

But the quest for cotton led the company into other and far more diversified fields. In Brazil its cotton growers were found also to grow coffee. Anderson, Clayton became one of the world's largest coffee exporters, and in the U. S., after A&P, it is now the second largest coffee importer. Its operations now reach into insurance and marine terminals. It is reported to be the world's largest short-term capital supplier to other businesses.

Gross Fluctuates

Reflecting the "problems of cotton," and specifically the postwar glut, Anderson, Clayton's figures fluctuated widely in the 1947-56 decade. Its peak gross revenue of more than \$1 billion was reached in 1951, when net income also hit a record \$25.4 million. In 1947 the company had a \$19.8 million net on \$593 million gross revenue, or more than 3%. But in 1955 it made only \$8.1 million on \$736.5 million, or slightly more than 1%. On last year's increase of \$87.4 million in gross revenue, the \$12.4 million earnings came to 1.5%. More than half of these earnings were derived from "foreign" operations.

Among Anderson, Clayton's 2,760 stockholders, Kentucky's Will Clayton, former Under Secretary of Agriculture, is said to control more than half of the 3,260,000 common shares outstanding. The stock is now selling on the Big Board around \$40 a share. This makes the combined "value" of the shares about \$130 million, and gives Will Clayton at least a \$65 million "interest" in, among others, efforts to win "leadership in the foods field."

The food products, of course, need not all be cottonseed- or vegetable-oil based. The Foods Division *won't* introduce its own coffee brands to compete with those of its customers, for whom it supplies green coffee. But on Jack Kauffman's desk during my Dallas visit was a proposed new ACCO packaged bacon.

The End



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Pipe Dreams . . . But not opium. This carved, Russian meerschaum pipe is for tobacco. It's part of a \$250,000 antique pipe collection on display in a Chicago tobacco store. The girl? Oh, She's Diane Danigellis.

Pipe Smokers, Arise: Help Stamp Out Women!

For generations women have plotted against pipes. And have invented all manner of devious and ingenious ways to maneuver their "loss" or destruction.

But the ladies have fallen somewhat short of achieving total extinction of the toy which so many males find an aid to reflection and a medium of consolation and relaxation in a high-pressure world. On exhibition in Chicago, as of now, are no less than 4,000 antique pipes, a collection valued at \$250,000. They are the property of Stanley B. Levi, a tobacco retailer-manufacturer.

It has taken three decades for Levi to amass this collection which includes such items as exotic Oriental hookahs, opium pill pipes, Indian peace pipes and an Austrian pipe three feet long from stem to foot and 11 inches high in the bowl. On its sides: a battle scene from the Austro-Prussian war. It probably survived be-

cause its owner's wife couldn't lift it.

Levi has the pipes on display at the main Iwan Ries tobacco store, on Wabash Avenue, Chicago. Levi has been president of the Ries firms since 1947. When he took over he transformed the firm's operations into a complete "smoker's department store." But the firm also sells fine cutlery, luggage and general gift merchandise. Consequently it draws lots of the ladies. Levi insists that they oh and ah over his collection of pipes, but he wouldn't trust one of them across the counter. Woman is by nature a pipe destroyer and while the illness may be dormant in one generation, a member of the next may be a p.d. of the most flagrant variety. So Stan Levi smiles sweetly, explains the pipes to the ladies and keeps a tear gas bomb within easy reach.

"These pipes," he says as he looks lovingly at them, "are fabricated of every conceivable material. Some are

silver. Some are ivory. Others are bone or pewter or iron or even glass."

And many of them are of historical interest. Such as the huge Austrian one. It was made as a gift to the Emperor Franz Josef. The oldest pipe in the collection is a five-inch meerschaum with a carved claw-foot bowl. It belonged to the 17th Century philosopher, Thomas Hobbes. Although the pipe is 350 years old it is still usable.

And among the pipes are those owned by Thomas Carlyle, Thomas Huxley, novelist William Makepeace Thackeray and Lasalle, Napoleon's brilliant cavalry general. His pipe was a plain, stubby briar and it bears his marks. He rode into battle with it clenched firmly between his teeth.

. . . and Sherlock's pipe, too!

Just about the most famous pipe smoker in the annals of history was Sherlock Holmes. And since it was impossible to get one of his pipes for the collection, Levi took second best: He has a pipe that belonged to Sir Arthur Conan Doyle, who "created" Sherlock. It is a huge—and unused—calabash, given to Sir Arthur by his admirers. Sir Arthur was sensitive about his reputation as a mystery writer—thinking of himself, as do so many mystery writers, as above That Sort of Thing. He immediately sold the pipe.

But Levi has a pipe that belonged to a real detective: Close to Sir Arthur's gift-horse pipe is one that belonged to Alphonse Bertillon, the 19th Century French criminologist. He initiated fingerprint detection. A great pipe smoker, he—six to eight pipefuls a day.

Women, as we have intimated, are perverse, if nothing. So there are several pipes and cigar holders that were owned and used by women. They belonged to woman author George Sand and to the great beauty, Lillian Russell.

So, Lillian Russell, meet Casanova. History's most touted lover, he was a pipe smoker, too. And guess what his pipe, in the Levi collection, has engraved on its side? Right; a buxom beauty.


The most valuable pipe in the collection is a beautiful meerschaum with delicate, carved horses on the stem. It was owned by a non-smoker.

Now, if the light of your all continues to threaten your life, limb and pipe, tell her that history's most famous men smoked pipes. If necessary, let her buy you an expensive antique pipe. She may complain about its odor. But she'd never throw away an antique!

The End

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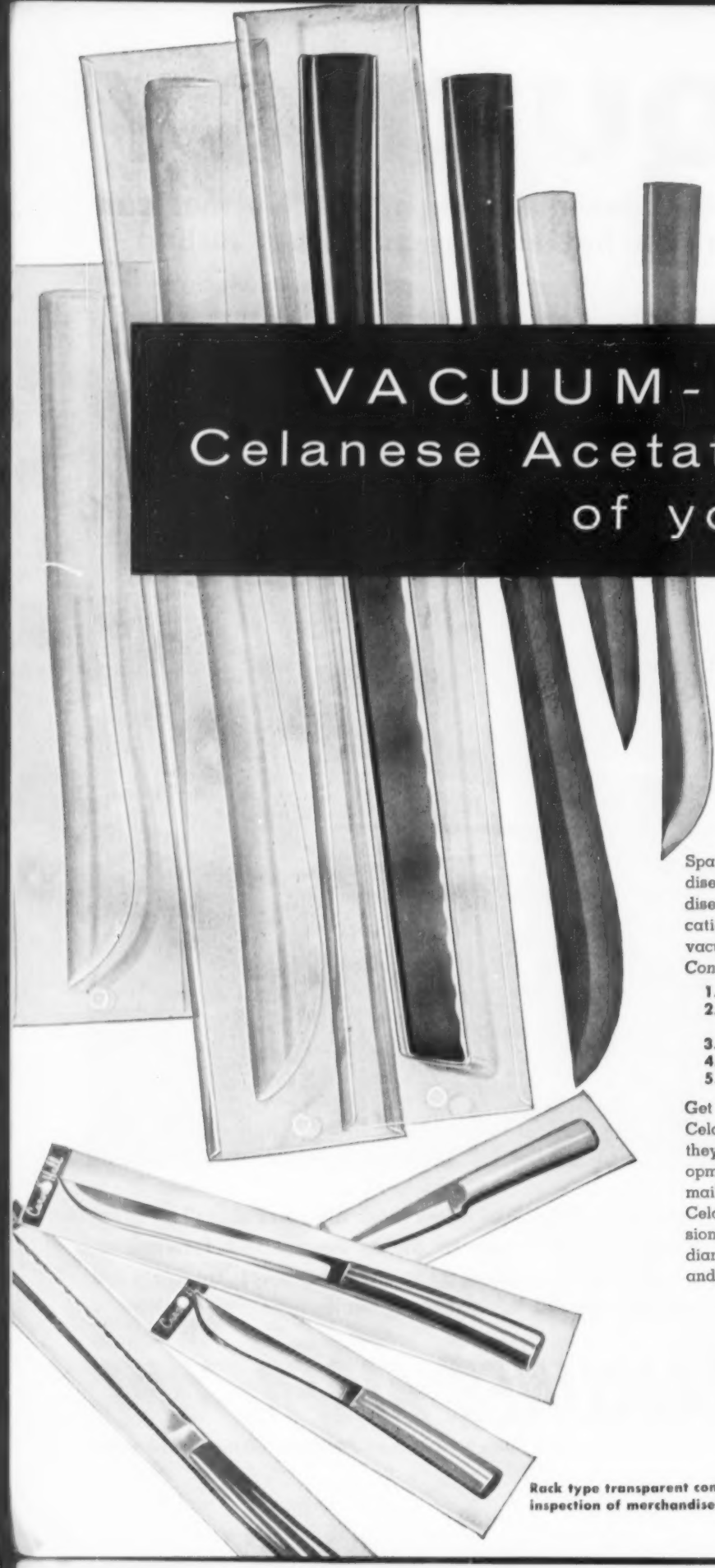


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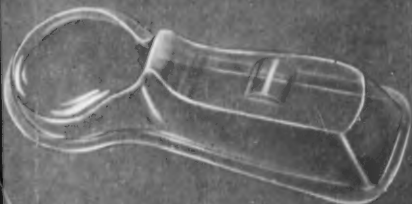
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Glutamate Sales up Sharply; Makers Kick Off Cooperative Promotion

Four big-name rivals join with Ac'cent, top dog in the industry, to expand the market. They are Great Western Sugar, General Mills, Hercules Powder, and A. E. Staley. First targets: the canning industry, the frozen food packers.

Five or six years ago monosodium glutamate was an unfamiliar tongue-twister to most Americans and 10 years ago virtually unknown here, although the flavor intensifier had been in use in the Orient for half a century.

The other day a new information service of the Glutamate Manufacturers' Technical Committee revealed that last year food processors bought 10,670,000 pounds of it for perking up the flavor of their products. This is an increase of 66% over five years ago.

The committee is made up of research and technical service representatives of the five firms that manufacture monosodium glutamate in the United States: Ac'cent International, Chicago; Great Western Sugar Co., Denver; General Mills, Inc. (Special Commodities Division), Minneapolis; Hercules Powder Co., Huron Milling Division, Wilmington; A. E. Staley Mfg. Co., Decatur, Ill.

The 10½-million pound figure represents bulk sales to industry. Consumer sales bring this up to about 16 million pounds or about one ounce

per person. Production of the five firms for the world market comes to about 20 million pounds. E. H. Hungerford, chairman of the technical committee, says:

"The experts agree that before too long we should have a consumption of around 25 million pounds annually." This looks like a fairly conservative estimate in view of the rapid strides made by the industry in its relatively brief existence. In the Hawaiian Islands per capita consumption is 16 times that of the U. S. The product is heavily used in China and Japan, the latter country a main supplier.

American manufacturers of glutamate are aiming their main promotion at the food industry. First of a series of publications of the new information service is a 16-page booklet entitled "The Value of Glutamate in Processed Foods." It brings "answers to questions most often asked by food processors" about the product.

The vast canning industry and the expanding frozen food field are the major targets, although institutions also constitute an important market. Main sales theme will be that glutamate is much more than a seasoning.

An advantage to canners, for example, is that it suppresses undesirable flavors caused by oxidation which may develop during storage. It is primarily recommended as a restorer of flavor lost before processing and during the prolonged heating by autoclave.

To frozen food processors three important advantages are highlighted. The addition of correct proportions of glutamate:

1. Prevents development of "warmed over" off-flavors during storage.
2. Retards or prevents development of other off-flavors during storage.
3. Retains color and freshness of the product treated.

Uses and methods of application will be stressed in future publications addressed to the processors of protein foods, vegetable and/or animal. These include meats, poultry, seafood, vegetables, soups, and even cereals. The processed soup industry was the first large-scale user of glutamate and is the largest today.

The five U. S. companies producing the product have a capital investment of some \$30 million. The leader in the field, although not the first to manufacture the product here, is the International Minerals & Chemical Corp., Amino Products Division. The product is marketed under the brand name, Ac'cent. About \$1 million a year is being spent to promote Ac'cent to food processors, in-

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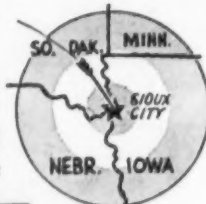


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Neither surveys nor industry reference books list this information. However, those who have used WNCT know of it from personal experience.

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FOOTNOTE: Pulse and Nielsen, old hands in the survey business, published figures verifying that WNCT is Eastern Carolina's #1 TV station. The Hollingbery man can place this data in your hands.

stitutions, and the general consumer, in that order. Ac'cent, in fact, gets the credit for having carried the promotion ball for the industry in this country. The greater part of its production goes to food processors, but Ac'cent also has about 98% distribution in chain food stores and is in seven out of 10 grocery stores of all types (Nielsen figures). Ac'cent management claims that no item bearing a trade name has greater distribution in the nation's food stores. About three-quarters of a million pounds of Ac'cent were produced in 1947, the firm's first year. Today that much is manufactured in one month.

Huron Milling Co., Harbor Beach, Mich., was the first to produce glutamate in the United States. This company had been producing wheat gluten along with wheat starch as far back as 1900. Wheat gluten was found to be an excellent source of glutamate. Experimental work started in 1929, and the first equipment to produce glutamate from this raw material was designed and installed in the early part of 1934 when commercial production started. In 1956 Huron Milling was sold to the Hercules Powder Co., of Wilmington, and glutamate production continues under the brand

name, Huron MSG.

The A. E. Staley Mfg. Company's interest in glutamate dates back to 1931, soon after its introduction in this country. It began limited production in 1940, using corn as a source. In 1946 construction was started on a \$3 million building; two years later glutamate was produced on a three-shift, around-the-clock schedule. Staley's product is marketed under the brand name, "Zest."

General Mills, Inc., was in small-scale production of wheat starch and wheat gluten in 1941. With wheat gluten available as a starting material, GM was invited into the msg manufacturing business by the U. S. Department of Agriculture and the War Foods Administration to relieve the then critical supply. Construction, materials and processing equipment priorities were granted to the company early in 1943 and commercial production was started in August of that year. All production was under allocation by the Department of Agriculture for the first few years. Later it was released for commercial distribution. GM markets its product under the brand, General Mills MSG.

Great Western Sugar Co. is the latest entry into the field, but is con-

sidered to rank next to Ac'cent in terms of production after only a few years. The company obtains the raw material from its own 17 beet sugar factories and from its Johnston, Colo., refinery, a plant which produces refined sugar from beet molasses. Following a completely integrated plan of operation, all molasses from beets is processed to recover the sugar, monosodium glutamate, potash and other products. For half a century previously, waste from the sugar production had been washed into streams, causing pollution. Now, this "waste" is producing profits for the company. In 1954 Great Western Sugar put up a \$5 million plant for the production of glutamate and has operated the installation at capacity ever since. First year's production was about two million pounds and it has been increasing steadily, with sales mainly to institutions and industry.

By offering technical service help to food industries, research findings, and general information, the monosodium glutamate industry hopes to accelerate even more the acceptance of its product which, during 1956, added about a million pounds to the growing volume of sales.

The End



Big Premium!

BIG NAME!

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Bell & Howell Stereo Camera Kit—

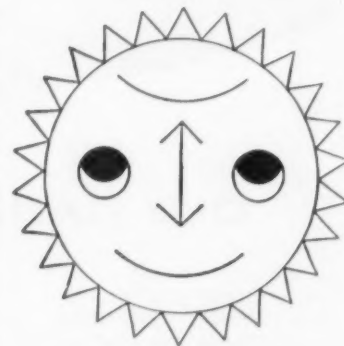
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LET'S LOOK AT THE BRIGHTER SIDE

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American Cancer Society



Another record, Victor?



IN his 2½-year run on Broadway, Victor Borge convulsed some 700,000 people and set an all-time record for one-man shows. Now he's pulled a switch. He's taken his act out of the theater and put it into the home. This week he'll start playing to one of the largest, most responsive audiences in the world, and chances are he'll break an even bigger record.

For Borge is telling his own story *in print*. It is entitled "Everybody Laughs at Me," and you can start it in this week's Saturday Evening Post—on sale today. You can expect a new all-time high in circulation for this issue, too.

Actually Victor has a big head start. Post circulation is up again this year—way up, in fact. Every issue so far in '57 has passed the 5,100,000 mark (Publisher's Estimate). And with the biggest print order in Post history, the current issue should easily top the Post's previous single-issue peak of 5,400,000 copies.

So it appears that America's best-read general weekly was never more eagerly sought after, never more widely read, never more enthusiastically responded to than it is right now, today!

The Saturday Evening
POST

A CURTIS MAGAZINE

**America
reads
the Post**



BIG CITY - BIG NEWSPAPER - BIG SALES OPPORTUNITY!

Today in an urbanized circle within 30 miles of downtown Kansas City,
ONE MILLION PERSONS reside.

The metropolitan area of Kansas City—18th in America in population and
25.2% ABOVE AVERAGE IN QUALITY—is blanketed by The Kansas City
Star with a twice-a-day circulation coverage that cannot be approached by any
other newspaper in ANY CITY OF ANY SIZE.

Here is a challenging sales opportunity! Advertising in The Star, accompanied
by live news, pictures, cartoons, comics, sports and other news and editorial
features of wide reader appeal, carries unique prestige and selling power. And
The Star matches its reader appeal with an advertising rate that, on a per-
thousand-copy basis, is among the very lowest in America.

Everything about the Kansas City market is BIG—and growing BIGGER!

95% Home Delivered

THE KANSAS CITY STAR

MORNING • EVENING • SUNDAY

PICTURE INTERPRETATION TEST was one method used to screen applicants for sales jobs with Beltone. Salesmen's written reaction to pictures of various types of people in different situations helped determine their attitudes toward the old, the handicapped who comprise Beltone's market. Jack Richards, shown here, is now in training for a Beltone distributorship.



Are Your Salesmen "Different"?

Beltone's are! In fact, this hearing aid manufacturer is convinced that its "consultants" need special qualities. And to find men with these characteristics it recruits, interviews, tests and selects its trainees in a "different" way.

Beltone Hearing Aid Co., Chicago, has developed an off-beat recruiting program for the special kind of salesmen it needs for its special market.

This plan, which Beltone considers adaptable to any manufacturer seeking to increase its sales force in widely dispersed territories, enables the company's central office to do two things: maintain control of the quality of personnel hired; keep intact the decision of the local dealer.

Beltone decided early last year that its current business (up 36% in 1956 over 1955) plus its future prospects (400% increase anticipated by 1960) demanded expansion of its distributor (dealer) organization. Involved were such problems as the number of men needed, nation-wide sales territories,

and the special requisites of a hearing aid salesman.

Executive Vice-President David H. Barnow puts it this way: "We knew a hearing aid salesman was different from other salesmen, but we didn't know what the difference was. The expense involved in training a hearing aid consultant (as the salesmen prefer to be called) makes it imperative that mistakes in hiring be held to a minimum. A hearing aid salesman usually earns commissions within a week or two after he starts selling, but it takes six months before he can be considered qualified to fit a hearing aid."

This is how Beltone handled the problem:

1. The "difference" was established by testing and rating hearing aid dis-

tributors and consultants already with the company.

2. A display advertisement was run in *The Saturday Evening Post* to attract inquiries.

3. All respondents were prescreened by the central office as to personality types.

4. Those not eliminated at this stage were interviewed locally and given picture-interpretation tests.

5. After applicants were again screened by the central office, final decision was made by independently franchised distributors from among applicants who were rated positively.

Basic to the entire program was Step 1, testing the Beltone dealers. This was conducted by an independent personnel organization, Personnel Survey Associates, Chicago, which had worked with Beltone on other recruitment programs.

Testing device was a personal data blank, a four-page form which distributors filled out and returned to Beltone. Information included such statistics as age, birth date, education, family and personal history, as well as interests, hobbies,

Distributors' responses were then grouped according to sales performance. Those with outstanding records in sales were analyzed for traits they showed in common. At the completion of this analysis, Beltone was sure it had isolated the "difference" between good hearing aid salesmen and good salesmen generally.

There were seven basic traits which the tests showed all the successful dealers possessed in greater or lesser degree:

1. Above-average ambition and drive, which were, however, not associated with "money hunger." This

ambition was also tempered by a strong orientation toward serving handicapped people.

2. Personal striving for prestige and respect. The good Beltone salesman was revealed as a man who wants to be a part of his community and who enjoys the semiprofessional status accorded him by his field.

3. Interest in working with older people. Daniel D. Howard, director of Personnel Survey Associates, characterized the common trait as "a strong positive orientation to mother and father figures." Howard also classified this as the single most im-

portant difference from other salesmen, who generally are revealed as rebels against authority and who seek autonomy in their work.

4. Strong family ties.

5. Need to feel part of a larger organization.

6. Interest in conforming to the general policies laid down by the parent organization.

7. High degree of loyalty.

These seven attributes were thus established as the personality criteria by which applicants would be judged.

Next step was selection of a mass circulation consumer magazine in which to run the advertisement. Equally important was the writing of the copy. The *Post* was finally selected because its readership represented the right kind of manpower source. The company was aware of "wasted" circulation but felt that if replies from 100 or so qualified applicants came in, the cost of the ad would be justified in the long run through sales pro-

WORCESTER'S Growth is still on the rise

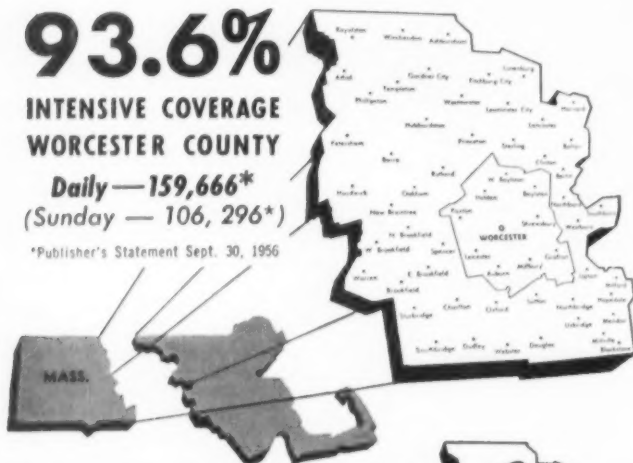
... And TELEGRAM & GAZETTE Circulation is at an All Time High

93.6%

INTENSIVE COVERAGE
WORCESTER COUNTY

Daily — 159,666*
(Sunday — 106,296*)

*Publisher's Statement Sept. 30, 1956



Metropolitan Worcester County Market

1956 vs 1946

Population . . UP 23% (580,200)

Retail Sales . UP 98% (\$624,927,000)

E.B.I. UP 75% (\$927,233,000)

2nd
in
Mass.



The Worcester
TELEGRAM AND GAZETTE
WORCESTER, MASSACHUSETTS

Howard M. Booth, Publisher
MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

OWNERS OF RADIO STATION WJLB AND WJLB-FM

NEW INVENTIONS CREATE UNUSUAL OPPORTUNITIES

Expansion of Beltone,
The Industry's Leading Company,
Offers New Openings for Successful Men

There is now an urgent need for additional qualified, trained personnel to sell and service latest Beltone inventions. These include fabulous new Beltone Hearing Glasses which give an immediate, exclusive advantage for permanent correction of hearing loss. The growing demand for these products creates immediate career openings throughout the United States and Canada for many high calibre men—the kind who may not even be thinking of a job change.

Especially steady growth
Latest Beltone inventions are so unique and revolutionary that more and more kind of hearing people every week are now inquiring about them. This means upward surge of sales volume, steady growth of ever-increasing public demand for Beltone electronic inventions, individual fitting and personal service.

Publicity boosts inquiries
Because Beltone Hearing Glasses are radically new and represent electronic and mechanical advances never before achieved, they have received unprecedented publicity in national TV, radio, magazines and newspapers. This publicity is generating tens of thousands of inquiries from people who never used a hearing aid before and from users of every make and model of ordinary hearing aids.

What kind of man represents Beltone
He is intelligent, conscientious, industrious, ambitious. He has personally achieved success in selling, teaching or another profession. He is or would be successful in selling people on a financial rewards, service and future advancement. A Beltone factory representative trains him in scientific technique of selling hearing aid and individual fitting of Beltone Hearing Aids. He earns while he learns.

The Company
believe this opportunity
Beltone is the world's largest exclusive manufacturer of hearing aids and hearing test equipment. Its electronic advances are the price for the industry. Outstanding members of the medical and engineering professions recognize Beltone as the leader in the field. Beltone makes finest quality hearing instruments, distributed by great quality people. Beltone has become successful by leading successful men.

If YOU qualify—write today
If you are intelligent, conscientious, industrious, ambitious—if you are already successful—or interested in selling people, there will be an immediate Beltone sales opening for you in your community. For full in-

formation about this unusual opportunity, send a brief statement of your qualifications to Beltone Hearing Aid Co., Attention: Daniel H. Barrett, Executive Vice President, 3000 West 30th Street, Chicago 26, Illinois.

Beltone
HEARING AID COMPANY

Attn: Daniel H. Barrett, Executive Vice President
3000 WEST 30TH STREET, CHICAGO 26, ILLINOIS

WANT AD IN THE "POST." To recruit the "quality" salesmen it needed, Beltone ran this half-page help-wanted ad in The Saturday Evening Post. (Space cost: slightly over \$10,000.) Results: 47 "right-type" men hired.

SALES MANAGEMENT

duced by stable employees.

Those preparing copy for the advertisement kept the seven established criteria in mind and the psychological appeal was directed to the satisfactions the applicant might seek in a new position. A major appeal was that the applicant would become a member of a "family"—the Beltone organization.

Barnow says the advertisement had three functions:

1. To attract the right type of man.
 2. To discourage the wrong type.
- Beltone did not wish to bog down the expensive processes it had set up with hordes of unqualified applicants.
3. To include an institutional theme so that the "wasted" circulation would be in some measure redeemed through a company message beyond personnel recruitment. The ad sold better hearing as well as Beltone.

Ad Pulls Inquiries

The advertisement ran in the *Post* of June 2, 1956 and pulled 205 bona fide inquiries. Applicants received a letter welcoming their applications and a personal data blank identical to that used in testing Beltone dealers which they were asked to fill out and return promptly to Beltone.

In addition they received with the letter a 40-page booklet in color, printed in the style of an old photograph album, entitled, "Beltone's Family Album." Included were pictures of the "Beltone Family"—members of the Beltone sales force—in action, at home, plus consultant earnings (salesman illustrated earned \$12,096 in 1955).

According to Barnow, approximately 50% of the original respondents did not return their personal data blanks, "which weeded out the floaters and the indifferent immediately." All blanks were forwarded by Beltone to Personnel Survey Associates who rated the applicants by the same standards as the Beltone consultants were judged. Rough A, B, C and D categories were set up to classify applicants.

Those rated positively and those rejected were sent second letters quickly.

The former were told that they had been judged suitable for association with Beltone and were invited to an interview with the distributors in their areas. Those rejected were told that their qualifications did not fit Beltone requirements.

At the distributor level applicants were given a special picture-interpretation test developed by Howard. Barnow explains, "This is a psychological test to determine aspects of

personality. It utilizes a picture, usually a scene involving people. Applicants were asked to write the story of what the picture or pictures they were shown meant to them. The themes submitted gave a sharp insight into such vital personality factors as ambition, energy, relations to people, stability, selling ability, imagination, effective intelligence, and potential for adjustment to company policy."

Distributors were asked to forward with the results of the test their own impressions of the applicant gained from their personal interviews. Evaluation of the test results, handled by

the personnel organization, and the reports of the distributors were used as the final basis for acceptance or rejection of the applicants.

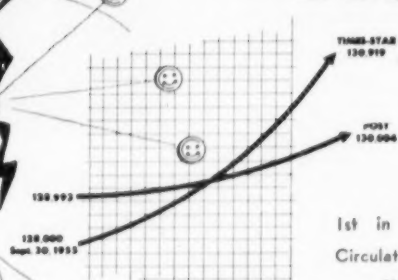
At the end of this process, Personnel Survey Associates drew up complete reports on each applicant. This "placement profile" covered the applicant's personal characteristics and others, plus projected relationships with subordinates, associates, superiors and customers. Concluding was a summary suggesting acceptance or rejection of the applicant.

As an example, Barnow cites the profile on "Mr. S.":

"NEW LOOK" CINCINNATI TIMES-STAR



is the **NEW LEADER**
in the **BIG** evening field



1st in ABC City Zone
Circulation—

NOW 130,919

... 1st in gains in ABC
City Zone — **UP 2,919** in
one year, nearly 3 to 1
over our competitor ...
in the **BIG** evening field!

*It pays to advertise in
Cincinnati's only Locally
Owned, Locally Edited,
Locally Interested news-
paper . . .*

Times-Star

GENERAL ADVERTISING REPRESENTATIVES: O'MARA & ORMSBEE
NEW YORK, CHICAGO, DETROIT, SAN FRANCISCO, LOS ANGELES
FLORIDA REPRESENTATIVES: McASKILL & HERMAN, MIAMI BEACH



(His business paper . . . of course)

To shoot par in business today, you've got to follow through on your business reading. That's why the **Best Informed Men in your Field** really read their business paper—and read it cover to cover.

With the going made rough by tough competition, changing regulations and swift improvements, there's no other place where you can get so much on-the-job help for so little . . . with editors sifting and interpreting the facts . . . advertisers reporting on new products, methods and materials. Read every issue—thoroughly. It will keep you one of the **Best Informed Men in your Field**.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a paid circulation paper that must earn its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper profitable time.

NEXT ISSUE the **Best Informed Men in your Field** will be reading...

... all about Kaiser Aluminum & Chemical Corp.'s splashy nation-wide campaign to challenge Alcoa and Reynolds for the household aluminum foil market.

SALES MANAGEMENT

"A competent, well-rounded man with potential for development. Has sound, flexible judgment and could be a good administrator. An engaging salesman, he may need most help in learning to meet objections forcefully. Considered a very good candidate for distributor."

The result of this exhaustive method of recruitment was that the Beltone central office had as complete a picture of applicants as could be obtained. Distributors were then given the green light to hire any applicants rated positively by the central office. If they rejected any, they were required to report their reasons in detail.

Statistics bear out the value of this long process. Forty-seven of those ap-

plying were hired. Says Barnow, "All are still with Beltone and all are living up to the promise the tests showed them to have. Several are already considered candidates for advancement."

Seventeen of the applicants who answered the *Post* ad are classified as "probable." They are applicants whom Beltone and the local distributors wanted to hire and who wanted to join Beltone, but who were barred for various reasons such as the availability of territories, non-available relocations.

"These remain a first-line personnel reserve," Barnow says. "We expect that a good proportion of them will eventually join the Beltone organization."

The End



Now They're Selling Trailers In Supermarkets—Of All Places!

Don't be surprised if you pull into your local supermarket one of these days and find they've got a special on oranges and 44-foot trailers. It's a new trend—selling trailers where you can find the biggest assembled audience.

J. G. Thompson, president of Flamingo Trailer Manufacturing Corp., is our authority. He says his company has just concluded a successful co-operative test promotion between Flamingo Mobile Homes, a leading seller in the West, and Mayfair Markets, a leading California supermarket chain.

Flamingo and Mayfair took 120 spot TV announcements to let local audiences know that on specified dates and in key supermarkets the big trailers would be on exhibit. A company representative was on hand to explain the special points of the trailers, financing methods and other details.

Thompson pointed out that sales weren't completed on the spot: "A Flamingo is fabulous," he said. "But 44-feet is a little too much to put in a shopping bag!"

But salesmen made excellent contacts, closed several sales which began when people arrived to buy the family groceries and stayed to contemplate the joys of trailer travelling.

where does the "hidden" influence hide?

We all hear talk and read promotion about so-called "hidden" buying influences. We are asked to believe that there are men in industry who have an important voice in major buying decisions but do not see salesmen. We are asked to believe that they base their vitally important decisions on hearsay and on what they read in manufacturers' literature and advertising. *Fiddlesticks.*

We don't believe it and we doubt that any thoughtful marketing man believes in this figment of the imagination.

But here's the truth of the matter —

There *are* important men in industry who are highly selective about whom they see, and when they'll see them — who are certainly not accessible to any and all solicitors who walk into the plant, like, for instance, subscription canvassers. Also these men may rarely appear on controlled circulation lists.

But these important men are certainly known to any good industrial salesman whose job it is to cover the worthwhile plants in his territory. And that goes *double* for the local industrial distributor's salesman who calls

on the specifying and buying influences in the plants he sells monthly, weekly, even daily — the salesman who renders an important product information service — whose very livelihood depends upon his intimate knowledge of all the men who can say "yes" or "no" and make it stick.

So how can you be sure your publication advertising reaches these important hard-to-see men?

The answer is obvious. There's only *one* circulation method that can give you the assurance you want, that the specifying and buying influences in the important plants *have been identified* and *covered* by a good business publication.

The Franchise-Paid circulation method used by MILL & FACTORY...and here's how it works.

MILL & FACTORY's circulation is built by 1,724 industrial salesmen who are in the ideal position to *identify* the real specifying and buying power — regardless of title.

These men are employed by 147 of the country's outstanding industrial distributors who pay for the subscriptions to MILL & FACTORY for the men their salesmen identify as being worth their expensive sales time. And regardless of your method of selling, these are the men who must be sold — whether your salesmen do it or whether your advertising must carry a large part of the sales job.

**Mill & Factory reaches the men,
regardless of title,
your salesmen must see to sell.**

mill & factory

mill & factory

NBP OPA

A Conover-Mast
publication
205 East 42nd Street
New York 17, N.Y.

When an Order Hangs On a Fine Point in Ethics

Most of us know a really "dirty deal" when we encounter it. But what about those borderline cases where the action required to get some business calls for only a little bit of strain on the salesman's moral sense?

Related here are a number of sales situations

involving matters of ethics, with a report of what the salesman did in each case. If all the salesmen involved were your salesmen, how many of the decisions would you approve? Let's have your vote. Address your letters to The Editors, Sales Management, 386 Fourth Avenue, New York 16.

BY FRED DeARMOND

Strategy in any field is good so long as it works and doesn't sacrifice principle.

Ethical behavior in the market place may, perhaps, be classified in four ways: "Above and beyond the call of duty," "good," "indifferent or borderline," and "bad."

A salesman may carry a sample case for 40 years and never depart visibly from the straight and narrow. Presumably he always tries, within his lights, to tell his customers the truth and nothing but the truth, but feels he has neither the obligation nor the knowledge to tell the whole truth. He is Mr. Average, and there's no point in writing about him.

What we do propose to look at here are a few sales situations which involve matters of ethics or policy, about which there is room for sharp difference of opinion.

Sometimes it's hard to distinguish

matters of ethics from matters of duty or conscience. Here's a case in point:

It is related by a salesman for a large office equipment manufacturer. One of his accounts was a Government-leased war production plant. When he called on the purchasing agent shortly after the end of the Second World War he was given an order for an accounting machine, amounting to something over \$4,000. "But you don't need it; you have a machine already, and almost new," the salesman said.

"I know we don't," he was told, "but we have this much left on our office allocation for the year. The money will revert if we don't use it, so we might as well spend it with your house."

The salesman says he convinced the buyer that this wasn't the right thing to do. He remembered that he was a taxpayer as well as a commission

salesman. He didn't write up the order. And that surely is one for the book, a case where civic conscience triumphed over the instinct to sell.

Whether or not they adhere to so rigid a creed themselves, most marketers would probably applaud such a decision as reaching "above and beyond" the requirements of ethics.

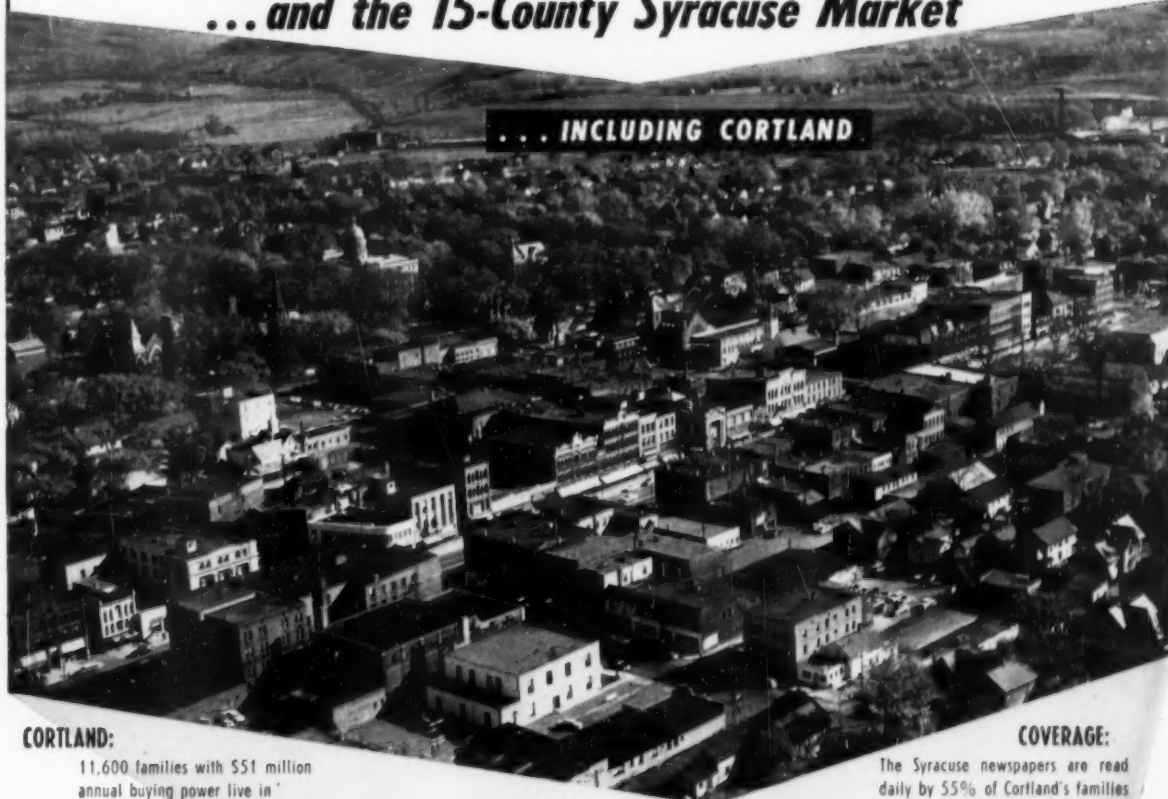
But what of those twilight-zone situations where considerable exercise of judgment is necessary to decide whether an action is ethical or unethical, good strategy or bad strategy? Here are seven true-life cases just as they were told to me except for the names.

Case 1

A real estate salesman—we will call him Bertie Adelman—had a buyer for a home in a certain section and price bracket for which his own broker had no listing. He went to

be *Sure* to **SELL SYRACUSE*** ...and the 15-County Syracuse Market

... INCLUDING CORTLAND



CORTLAND:

11,600 families with \$51 million
annual buying power live in
Cortland (city and county).

COVERAGE:

The Syracuse newspapers are read
daily by 55% of Cortland's families
—Sundays by 81%.

WHEN you think of the Syracuse Market . . . think BIG.

Think of America's best test city—plus a score more of sizable, prosperous communities like Cortland, Auburn, Oswego, Ilhaca, Oneida and Massena. Think of 15 counties, where 399,000 families spend just short of \$2 billion annually.

In that BIG market, The Syracuse Newspapers deliver 100% saturation coverage of metropolitan Syracuse, daily and Sunday, and effective circulation in the 14 additional counties. You just can't buy another combination of media that will do a comparable job in this market at a comparable cost.



*Selling Research Inc. Survey
published by Sales Management

FULL COLOR AVAILABLE—DAILY AND SUNDAY

Represented Nationally by **MOLONEY, REGAN & SCHMITT**

the SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

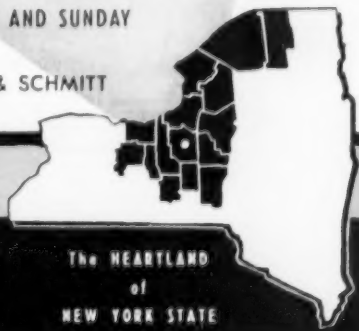
★ THE POST-STANDARD
Morning & Sunday

CIRCULATION: Combined Daily 233,150

Sunday Herald-American 221,744

Sunday Post-Standard 105,245

THE HEARTLAND
of
NEW YORK STATE



broker Allison in the same city, found just what his client needed, and sold it, without saying anything to his boss. In fact, he had already arranged to go to work for Allison as soon as he had been with broker Niemeyer for the minimum period of six months. Allison closed the deal, paid the salesman his commission, and promised to remit his own 55% of the commission to Niemeyer, as required by the realtors' code in that state. But he delayed sending the commission because he wanted to use the situation as a lever to collect an old debt that Niemeyer owed him. Niemeyer learned from another source about the transaction and immediately reported the incident to the Realtor's State Licensing Board. The board summoned both Allison and Adelman to a hearing. As a result, Allison's license was revoked and Adelman's license as a salesman was suspended for three months.

Who was right? More than one answer is possible, but this much seems undebatable: Allison was guilty of a technical violation of his profession's code of ethics. He lost his license partly because Niemeyer, the injured party, happened to be a man of influence. Allison had used a bad method of collecting an old debt.

Case 2

Eric Reeder is about to lose his job as salesman for a jobbing firm, because there is one item in his line that he won't sell. "I don't believe it's a good value and I can't sell anything I don't believe in," he says. "I won't knock it, and I'll take orders for it, but I'll be darned if I'll try to sell it to my customers."

Eric's sales manager contends that he should push the whole line or resign. It looks as though the sm would have his way. "We handle this item for one of our best manufacturers," he told Eric. "If we fail to sell a satisfactory volume of it, we run the risk of losing the agency."

This appears to be a case where there is an extracurricular selling job to be done one way or the other. Either the sales manager sells Eric on the product, or Eric sells the sales manager on his personal principle, or else Eric hunts another job. "The hardest job I have is to sell our own salesmen," an Oklahoma bakery sales manager told me. And that's a selling task that needs doing here.

Case 3

Stan Belton is district manager for a building materials company. He was

invited to bid on a subcontract for a public school building. He was reasonably sure the decision would be made between his company and one competitor. Through the "grapevine" he learned that his competitor's bid was approximately \$11,000. For his own product, which was almost identical with the competitor's, Belton calculated that \$7,000 would return a satisfactory profit. Should he bid \$7,000, or just enough under the \$11,000 figure to get the job?

After considerable wrinkling of the brow because it was a "prestige" order, Belton bid \$7,000 and, as he expected, got the business. The day after the contract was awarded his competitor came to him and said, "Stan, I thought you were a hell of a lot smarter than that. Do you know what you've done? You've beaten down the profit possibilities in this business for the future in our town. You might just as well have had a Cadillac out of this deal."

Again, opinions will differ. How Belton got in his inside information was not revealed. But he says it made no difference in the size of his bid. If that is correct, in my opinion his action was the fair thing to do, and in the long run the wise course from a business-building standpoint as well.



"I asked you to dig up a new medium, not . . . !"



"WHAT DID I SAY WRONG, BOSS?"

"ALL I SAID WAS — What did we do to help our salesmen last year?"

Thousands of sales managers today make sure their men get the pre-sales help they need. They provide each man with the Dun & Bradstreet State Edition for his territory.

These are the easy-to-use, pocket-size handbooks which flash to salesmen the names of business concerns, their line of business, and appropriate credit appraisal. Try them for your staff. Even your top salesman can better his record in 1957 if he works with a January State Edition. For further information, ask your girl Friday to fill in and mail the coupon below.

DUN & BRADSTREET, INC.

Department 11
99 Church Street
New York 8, N. Y.

I'm interested in your State Editions. Please send full details, including prices. No obligation on my part, of course.

Individual.....

Company.....

Address.....

City.....Zone.....State.....

Case 4

In June Mr. North took his old car to a dealer and had it appraised. He was offered the latest model in the same make for \$2,450, which included an allowance of \$860 on his old car. He thought the price was high and did not buy.

Three months later he went back and offered to trade if the dealer would do a little better. Without quoting any figures, he told the salesman—the same one he had talked to previously—that he had looked at other makes and they offered a price advantage that he couldn't afford to disregard, even though his natural preference was to stick to the same manufacturer's line.

The salesman called in his manager and they had North's car re-appraised. Then they came up with a new set of figures, this time asking \$2,545 in cash. "Why the difference? Your price was only \$2,450 three months ago."

The manager explained that the car was evidently not in quite the same condition as before. Or, he added, maybe the first appraisal was simply too high. "It's all off!" was North's verdict, and he started to walk out. But he was called back by the manager, who suggested they "talk this thing over." There followed an extended negotiation over accessories. It ended with North

agreeing to make the purchase at exactly the figure in the original offer.

This case is more strategic than ethical. When the salesman brought in his manager he had probably diagnosed the situation to him as that of a horse-trading customer who was trying to wangle a better trade-in value. The manager may have doubted that the buyer had actually received a better offer. At the same time he sized up the buyer as one who prided himself on being able to beat down a seller's price. So he set the stage for him to seem to be doing just that—by upping the price and leaving a horse-trading margin. The incident suggests the opinion of a prominent automobile executive that a love of trading is the first requirement of a good auto salesman.

Case 5

When food broker Tom Burley found that another broker in an adjoining state had come over into his exclusive territory and sold two lots of sugar, he didn't feel good about it. He phoned the supplier whose product the other broker also handled, and kicked.

"Don't you worry about that," he was assured. "That fellow got caught with a shipment that the buyer refused delivery on, and he was just

trying to get rid of it."

Burley accepted the explanation, but added: "He is taking money out of my pocket. I hope you won't let it happen again, or I might not be able to keep my salesmen from going over the state line, too."

Two weeks later it did happen again. This time Burley didn't do any telephoning. He simply sent one of his salesmen over into the other state, where the price of sugar was 20 cents a hundred higher than his price, and sold a whopping big order to one of the offending broker's best customers. This action soon brought an agonized howl from a high-up official of the sugar house. But it stopped the raiding.

The theory that in business one sometimes has to fight fire with fire will long be argued pro and con. But if it is accepted, there appears to be ample justification for Burley's move. The problem was essentially one for the supplier, and he had not handled it from his end.

Case 6

Printing is a business where it is sometimes difficult to price every order in advance, owing to the uncertainty of labor costs. Arthur Lamb ran into this situation in trying to land an order from a lumber dealer who wanted a large quantity of stock keeping and inventory forms set up

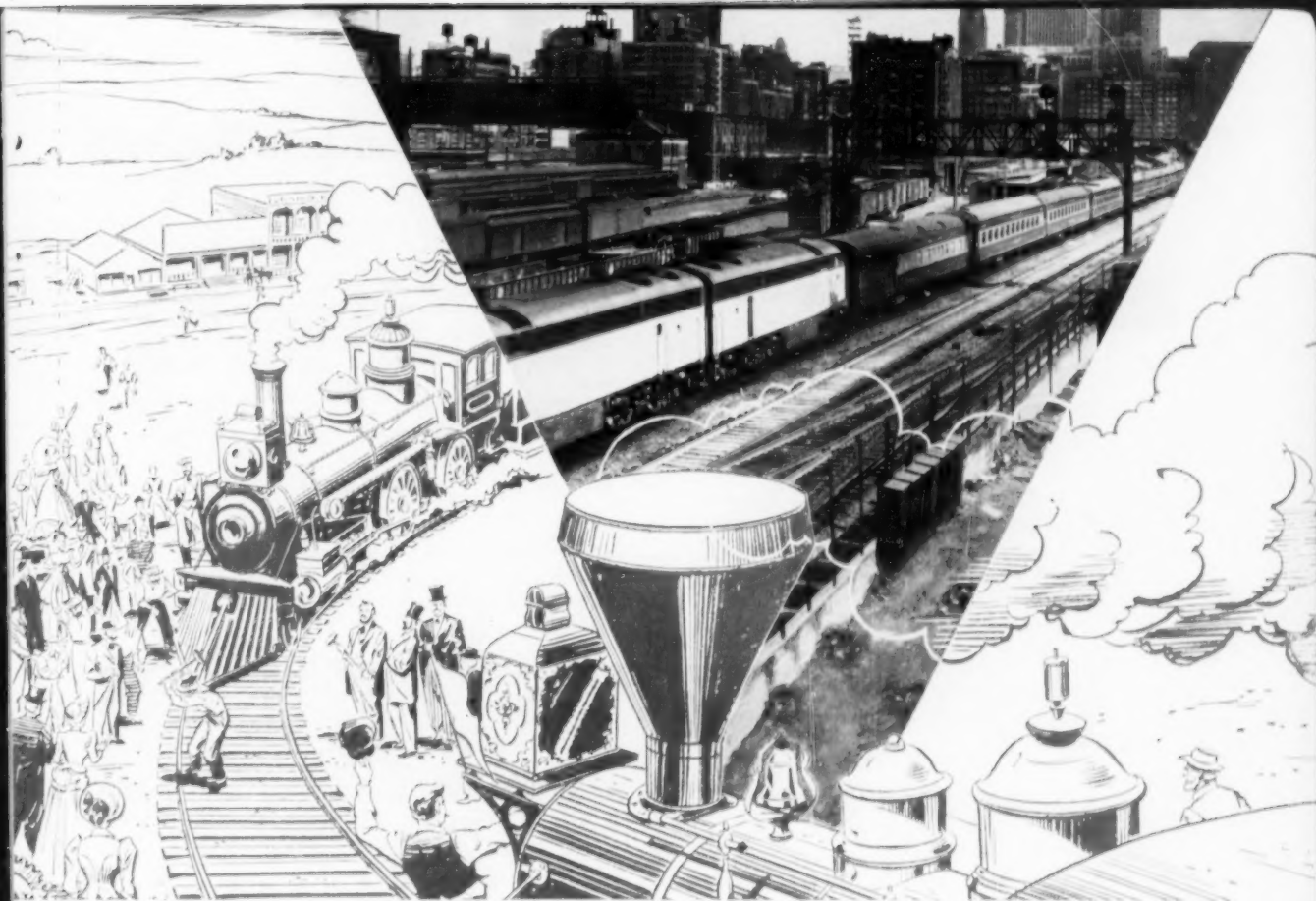


A Pen Full of Chuckles

Cartoonist Emidio "Mike" Angelo, whose cartoons will appear frequently in coming issues of *SALES MANAGEMENT*, is the creator of the syndicated newspaper feature "Emily and Mabel," the two spinsters who are always looking for a man. You can see them in the photograph.

Angelo was discovered by A. R. Hahn, *SALES MANAGEMENT*'S executive editor, in 1930, shortly after he had sold his first cartoon to *The Saturday Evening Post*. Subsequently his work has appeared in *Collier's*, *Esquire*, and many other leading magazines. He is the author of two cartoon books, one entitled "The Time of Your Life," dealing with the subject of retirement, which will be published early in February. For the past five years Angelo has been supplying cartoon treatment for the annual report of the Girard Trust Corn Exchange Bank, Philadelphia—such a sensation in ordinarily cut-and-dried bank reports that the cartoons (many of them kidding the bank and its officers) have been reprinted in newspapers and such magazines as *Forbes* and *Newsweek*.

Mike Angelo is a Philadelphian who won two European scholarships while a student at the Pennsylvania Academy of Fine Arts. For 17 years he was staff cartoonist on *The Philadelphia Inquirer* and one of his editorial cartoons won the Freedoms Foundation Cartoon Award in 1951. (See his work on page 112.)



Product-design engineers **MAKE MARKETS GROW** ...they turned the Gold Spike into a golden era

THAT historic Gold Spike at Ogden — what a beginning it really was! Hundreds of thousands of rail miles soon were to span and service a nation — creating booming terminals and vast new markets—with mounting pressure on design engineers to develop complex traffic controls, powerful locomotives, luxury passenger cars, carriers for livestock and oil, fresh foods and heavy machinery. Design engineers responded with

such speed and inventiveness that the annual railroad equipment market has now passed \$1,495,000,000.

*Today, more than ever, product-design engineers are doing big things for products and people. They're creating **NEW MARKETS AND MAKING THEM GROW.***

America's golden era reflects the achievements of "idea men" not only in railroad equipment design, but in scores of other industries. And in

their constant digging for new techniques, materials, parts and finishes to complete their projects, over 36,700* product engineers have made *Product Engineering* the "pace-setter" publication in its field.

To reach these men who make markets grow, advertisers put more pages, and invest more dollars, in *Product Engineering* than in any other design magazine.

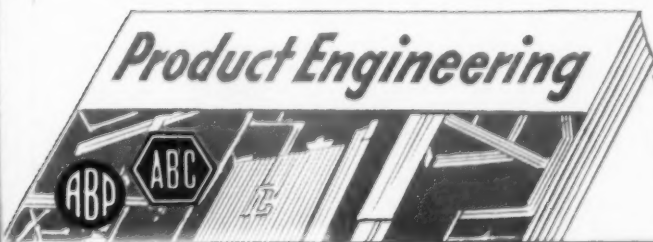
*Subject to ABC audit

In the \$41-billion original equipment market

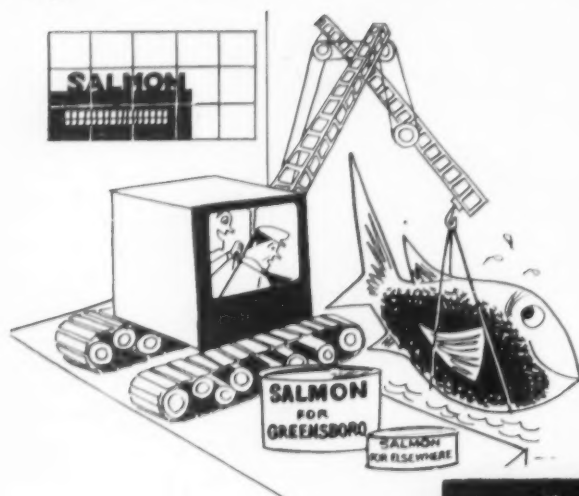
Product Engineering

... makes sales grow

The McGraw-Hill Magazine of Design Engineering
Product Engineering, McGraw-Hill Bldg., New York 36, N. Y.



"This is the size we catch for the Growing Greensboro Market!"



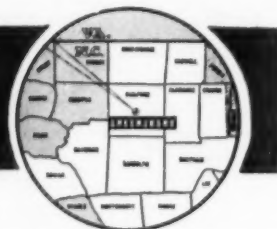
We leave the fish stories to fiction writers—in the Growing Greensboro market we stick to facts. For instance, our ABC Retail Trading Area has 1/6 of North Carolina's 4.3 million population, yet it accounts for 1/5 of North Carolina's \$3 billion in annual retail sales.

Another for instance: 1/5 of North Carolina's sales gain was accounted for by the Greensboro trading area. Still another: Our circulation exceeds 100,000, our readership, 400,000.

Only medium with dominant coverage in the Growing Greensboro ABC Market and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

according to an unorthodox plan.

Lamb explained his problem with this sort of job and asked for the order on a cost-plus basis. "Nothing doing; we want a firm price," the buyer said. To play safe, Lamb bid it high. He got the job.

Since his firm keeps job costs, Lamb checked up and found after the order had been delivered and accepted that on the cost-plus basis the bill would have been \$80 less. He proposed to his manager that they discount the bill by this amount and explain the circumstances to the lumberman, "to make a Christian out of him for future business."

At first the manager demurred. "We lose money on some orders that are highly competitive," he said. "On this one we make an extra profit; it takes both kinds to balance out and keep in the black."

But Lamb argued persuasively that if he could get more loyal customers who would trust the firm on prices it would tend to outgeneral some of the marginal price-cutting competition from other printers. At last he won his point. When he took the invoice to the customer, he said, "Mr. Burns, I hope you aren't going to hold us to that price I made you. Because you'll remember I told you how hard it would be to tell in advance

what our labor costs would run."

"Oh, yes, I *am* going to hold you to it! You may remember what I said at that time, too."

Then Lamb sprang his little surprise. Of course it had a happy effect. Whether or not it was good strategy would seem to depend on results. Viewed in that light, Lamb says it paid off. "I've gotten all that firm's printing business in the two years since this incident happened. Burns stopped shopping around on every job, as he had always done before. He has never argued about a bill or insisted on a firm price when I told him it was impractical to make one."

Case 7

A southwestern building materials firm wanted a large order which would constitute part of a big construction job. Before filing his bid, the sales manager sent Salesman Roblee to call on the purchasing agent of the contracting firm to see if he could obtain certain additional information that would serve as a guide on the amount of the bid. Roblee knew the p.a. fairly well—not intimately, but he had done considerable business with him in the past and their relations had always been amicable. Let Roblee tell his story of

what happened at that interview:

"My object was to try to draw him into some offhand remark that might afford a clue as to the amount of our bid. As was to be expected, I didn't get anything tangible in the interview. He did say, though, that all bids he expected were in except ours. Reaching into a desk drawer he pulled out the bids, laid them on his desk and fingered them as he talked.

"Then he excused himself and left the office, closing the door as he went out. I sat there waiting for probably five minutes before the thought penetrated my skull that the p.a. probably wanted me to look at those bids. There they lay, shuffled out on his desk. I had only to lean over a bit from where I sat to read the figures. Should I do it? Well, I thought hard for about a minute and then I did read them and memorize the figures—that is, the lowest one. It was for \$87,500. Another two minutes elapsed and then the p.a. returned.

"I went back to our office and helped fill out our bid. We made it for \$87,350 and got the order."

If you had been in Roblee's shoes, and really believed as he says he did that the p.a. was deliberately giving you a chance to read those bids, what would you have done? **The End**



the two sides of every penny spent for sales



E PLURIBUS UNUM

This is the familiar side of the *selling* penny . . . the side that portrays the salesman, who, in the course of selling, strives to bring to one successful conclusion the many related activities of advertising, distributing, servicing.



IN GOD WE TRUST

This is the *buyer's* side of the same penny . . . the side that calls to mind the typical industrial buyer's problems of finding the right information about products, comparing available types and makes, selecting companies to contact.

It is significant that this side of the penny bears the legend, **IN GOD WE TRUST**, for all too often the buyer has no other reliable source on which to pin his faith. He grasps prayerfully at such information as is available, and *trusts* that it is adequate. And if it isn't, Lord help him!

To us it seems that the industrial marketer has here not only an *obligation* to those who may want to buy his product—he also has an *opportunity*—the opportunity to speed sales at lower unit cost by *helping buyers buy!*

We've been able to help some clients do this. Like to hear about it?



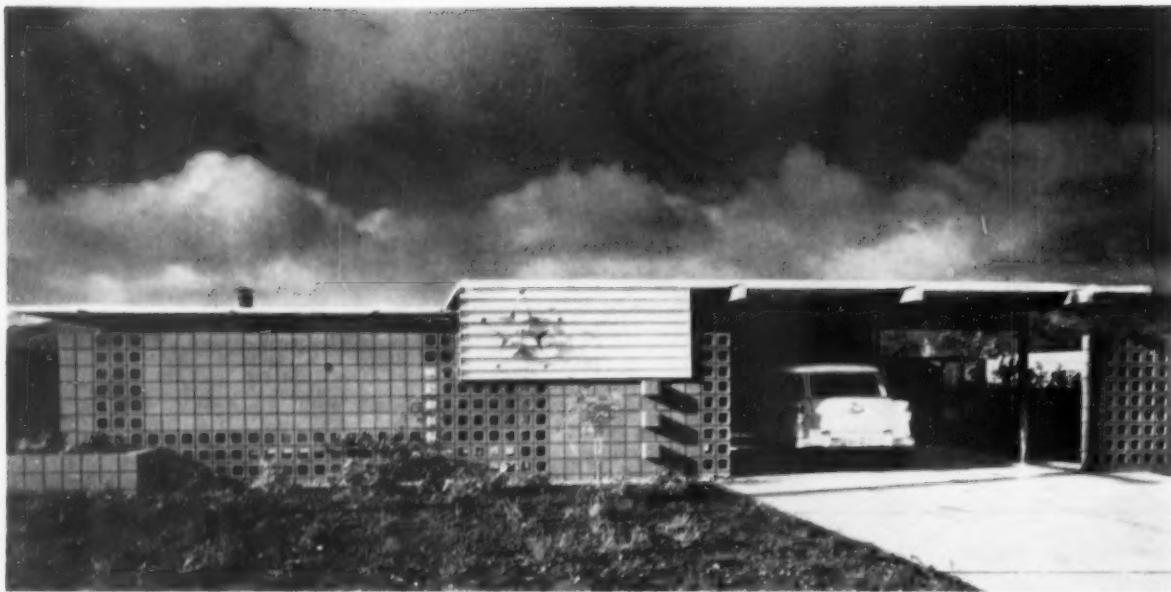
The Schuyler Hopper Company

12 East 41st Street, New York 17, New York LExington 2-3135

"Ditch-Digging Advertising" that Sells by Helping People Buy

*REG. U.S. PAT. OFF.

This is X-100:



NOT FOR SALE: The Eichler X-100 house is called "an experiment in future living." Some of its structural elements and some of its furnishings are not yet on the

market. The keyword is "new"—new ideas in basic design, new types of equipment, new uses of building materials, have been embodied in it. Joseph L. Eichler is the builder

It's the "House of Tomorrow"

...and It Forecasts

a Sales Shakeup

Some of its implications:

- It will obsolete the design of many products which are selling well today.
- It foreshadows a new and intensified battle between materials, natural and synthetic.
- It suggests new or enlarged markets for manufacturers who can match their products—and their sales efforts—to new trends.

THE HOUSE YOU SEE at the top of this page is not for sale.

It's "an experimental home of the future."

It is doing a remarkable job of advertising and demonstrating for a score or more of leading manufacturers who participated in its building, furnishing and decorating.

The Eichler Homes experimental research house X-100, in the San Mateo hills about 30 minutes' drive south of San Francisco, has drawn over 80,000 visitors since its opening last October. They came to see what Joseph L. Eichler, nationally known builder of some 4,200 production houses, meant when he promised "an exciting experiment into future living."

Eichler says, "The idea was to build a house incorporating new design concepts, new materials and techniques of construction. It was to be a laboratory for testing the practicality of many new concepts."

The Eichler organization and collaborating manufacturers such as Waste King Corp., Norris-Thermador, Formica, General Paint, together with decorators, artists, landscapers "were seeking to explore many intangibles, yet tangibles in the sense of better, happier everyday living." For example, more spa-

(continued on page 120)

So What's New?



INTERIOR LIVING GARDENS. They're an integral part of X-100. Indoor and outdoor space flow into one another, with protection from the elements as desired through the use of Arcadia sliding glass panels, walls of glass, translucent honeycomb plastic, Wascolite Skydomes in the ceiling. Free standing fireplace revolves to face either the informal garden room or the living room.

ROOMS TO ORDER. Draperies and electrically operated sliding doors divide rooms, such as sleeping areas, when desired. Exposed steel of all-steel frame construction is painted to harmonize with the colors used in finishes and decorations of various rooms.



TABLE COOKING SURFACE. Dining table with movable top. Concealed beneath it is a Thermador unit for at-the-table cookery, or for use in keeping foods warm for buffet service. Practically every surface in this kitchen is finished in Formica. Not yet on the market are the sliding cabinet doors, which are reversible for a quick change of color scheme.



DO-IT-ALL DISHWASHER. The new Waste King Super Hush Pulverator, a new automatic dishwasher, will handle a formal service for eight, including all the pots and pans in which the meal was prepared. Prediction by Waste King makers: in the design of tomorrow's appliances, a considerable amount of attention will be paid to reduction of noise.



ciousness in the house, a closer integration of outdoors and indoors, the reduction of daily housework and long-range maintenance problems. Another important objective: the practicality of a home where the freedom and pleasure of year-round outdoor living might be available to people in any climate.

Let us look at some of the innovations.

In design:

A light structural steel framework takes all lateral and vertical stresses through the columns and beams. Corrugated steel roofdecking is welded to these beams. Structural skeleton (fabricated by Kendrick Iron Works from U. S. Steel stock size material) eliminates interior walls except as needed for privacy, permits light-admitting panels for exterior covering. Example: one wall paneled in quarter-inch glass.

There are no windows. Arcadia sliding glass doors provide access to the outdoors, also light and view. Where view is not called for, Englander honeycomb plastic is used.

Where privacy is needed, solid exterior panels are employed. They are of Formica-covered plywood and a new high-density overlaid fir plywood (fabricated by St. Paul & Tacoma Lumber Co.). Modern homes ordinarily use about 35 to 50 square feet of Formica. The X-100 contains more than 1,200 square feet. A dining table that slides apart to reveal a two-unit Thermador range is finished with the tough, colorful material. Wall panels, doors, sliding cabinet fronts are faced with it. The cabinet fronts are covered on two sides in contrasting colors making it

possible for the housewife to change her kitchen color scheme at will.

Conventional definition of rooms by interior walls is discarded if no design function is fulfilled. Few permanent walls are in evidence.

Landscaping is part of the house, with two interior-living gardens. These, like the house, are radiant-heated. Pipes for the system are carried in the concrete floor which has an exposed aggregate finish in the garden rooms.

The kitchen opens into the dining area and is part of the "plumbing core," a grouping of kitchen, utility room, laundry and bathrooms. It forms a buffer which keeps noise in the living areas from reaching the bedroom wing. It is designed to effect a saving in waste, water and electrical lines.

A 32-foot Wascolite Skydome, which runs from one interior garden to the other, cuts across the plumbing core and provides the area with overhead light. Four smaller ceiling skylights provide spotlighting over the two vanity areas of the compartmented bath, above the kitchen range, and over the General Electric washer-dryer in laundry room.

A workshop, with Arcadia sliding glass doors, is set apart from the house, yet connected to it by an extension of the roof decking. It is furnished with a Shoptsmith combination power tool but is adaptable to any hobby.

A reversible free-standing fireplace serves the living room and also the interior entrance garden.

In decoration:

Integration of furniture, colors and materials enhances the spaciousness and interrelationships inherent in the

Some of the Collaborating Manufacturers:

Columbia-Geneva Steel Div., U.S. Steel Corp.
Arcadia Metal Products, Inc.
The Englander Co., Inc.
The Formica Co.
Owens-Corning Fiberglas Corp.
Arro Radiant Heating Co.
Armstrong Cork Co.
Norris-Thermador Corp.
Given Manufacturing Co.
General Electric Co., Major Appliance Div.
A. O. Smith Corp.
General Paint Corp.
Magna Power Tool Corp.
Wasco Products, Inc.
Minneapolis-Honeywell Regulator Co.

steel-frame design. The team contributing to this final idea included Herman Miller (interior furniture), Hendrik van Keppel and Taylor Green (patio and garden room furniture), Matt Kahn (sculpture and special art), Gump's of San Francisco (special accessories), and Anne K. Knorr of Knorr Interior Planning.

Rooms are not arbitrarily outlined by color any more than by solid walls. Colors move from one key to another as an area requires. They are kept warm and inviting, with mood changing from low key to positive and from neutral areas to bright accents as the spaces are related to each other. Colors for furniture coverings, built-in cases, floor surfaces and all other visual facings are handled as part of the architectural concept of the spaces. Greens of the planting in the garden rooms are also part of the scheme.

Some colors carry throughout the house the unity of design in the structure itself. For example, exposed steel beams and columns are the same color (Gray Dawn flat enamel by General Paint) throughout the interior and exterior of the structure. Exposed steel decking used for the ceilings also keeps the same color.

Individual pieces of furniture, on the other hand, vary as to placement and relationship to other accent colors used in the 2,310 square feet of living area. The result is color that is unified but not static.

In furnishings:

We find all this exemplified in the furnishings and equipment. In the dining area, white naugahyde chairs, designed by Charles Eames for Herman Miller, are placed at the built-in



FLOWERS, YES . . . but more than a garden. This outdoor area was planned as a playroom, for both active and sedentary sports . . . badminton to bridge.

5 new ways to make your ads work longer and harder:

Now you can buy space in these famous Better Homes & Gardens IDEA ANNUALS

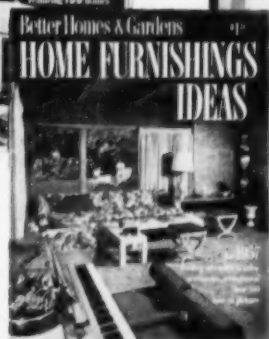
Closes: December 13, 1957
On Sale: Feb. 19, 1958
Estimated Sales: 150,000



Closes: November 15, 1957
On Sale: Jan. 18, 1958
Estimated Sales: 180,000

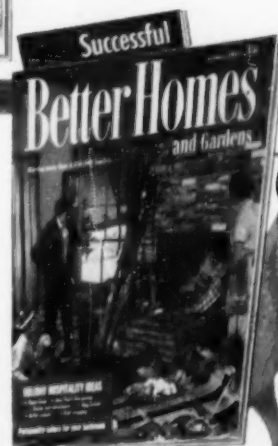


Closes: August 15, 1957
On Sale: Oct. 18, 1957
Estimated Sales: 575,000



Closes: October 15, 1957
On Sale: Dec. 18, 1957
Estimated Sales: 250,000

Closes: July 15, 1957
On Sale: Sept. 18, 1957
Estimated Sales: 475,000



BH&G Idea Annuals are an extension of BH&G's editorial genius for giving home lovers what they want: exciting, attainable ideas.

Each is a storehouse of ideas and information on a particular subject. The idea-hungry readers of these specialized BH&G books are ready to turn their dreams into plans. And they're in a do-it-now buying mood.

BH&G Idea Annuals all have established rate bases, proven circulation totals. They're sold at an average of 50,000 newsstands and countless book stores. Your BH&G representative has rates, rate bases and closing dates.

Meredith Publishing Company, Des Moines 3, Iowa

America's biggest publisher of IDEAS for today's living and tomorrow's plans

table which is topped with gray Formica. Color in the area comes from kitchen accessories and cabinets which are in full view of the dining spot. The table itself slides apart to give access to a two-burner Thermador range used for preparing meals at table and for keeping food warm.

An island case, containing the double oven-barbecue, is also faced in Formica gray with sliding panels of Formica white, shelves in spruce and a cabinet interior painted to match the Formica primrose of the reversible sliding cabinet doors of the kitchen. Another face of these doors is white Formica, as is countertop for sink area.

Front of the Waste King Built-In dishwasher is black, like the cabinet around the Thermador refrigerator-freezer combination (not on the market when the X-100 was opened to the public).

The utility-laundry area is brightened with Formica in a range of colors; countertop in Formica primrose against gray painted walls; cabinet face, frame and panels in Formica white and spruce; cabinet shelves in Formica primrose set against white painted interiors.

In the master bedroom, which leans to elegance, a strong note against predominant white and gray is a new Eames lounge chair in black leather. The "middle" bedroom, doubling as study or guest room, includes a desk, day bed and a new modular table-storage unit. The third bedroom, designed for a child, has bright colors, suspended bunk beds, and cases in steel frames to store clothes and toys.

Compartmented Bathrooms

The bathrooms are compartmented with two double vanity and lavatory facilities separated by a single sunken tub with sliding door enclosure glazed with impregnated plastic.

Entry garden and terrace furniture (by van Keppel and Green) is fashioned of rectangular steel tubing frames used with expanded metal seat and back sections which have loose cushions of plastic foam. Table frames have solid ash slat tops with a durable finish of Martin-Senour penetrating stain. The metal frames are weather-proofed with baked finish. Legs are fitted with black plastic insets which prevent marking or scarring. Color of these frames is a subtle sandstone that contrasts with the brightly colored cushions and the deep greens of the plantings.

Not all of the products, ideas, materials or adaptations of materials to the uses shown in the house are available on the market, but curious visi-

COMING SOON

"Is Communications Failure The Weakest Link In Management?"

Every successful manager uses some of the techniques of good communication daily. But, if he improves his understanding of them, improves his skill, he can be a better manager still.

SALES MANAGEMENT

tors were able to identify products in two ways. Two attendants are always present to answer questions, give information about materials and equipment, and to identify sources. And each visitor receives a reprint of a 12-page advertisement* which appeared in the October 1956 issue of *Sunset* magazine, in which the house was fully described.

What prompted manufacturers to participate in this ambitious project? Thermador, for example, used the X-100 to introduce new products not yet on the market as well as to promote accepted items. The Norris-Thermador Corp. products which had their preview in the home of the future are the built-in refrigerator and the freezer. These were especially designed to accommodate frozen foods which are shown in surveys to be popular with the homeowner. Thus the freezer space is smaller, the refrigerator space larger than in other built-ins.

"Maximum exposure" was what Thermador expected for its products in the experimental house, according to Frank Ballman, general sales manager. Ballman explains, "Past experience and cooperation with Eichler Homes Inc., has been most rewarding. Since Eichler is a pacesetter organization in the design and construction of tract homes, we were con-

*This advertisement came up, in a Starch analysis, with highest readership among all ads in the issue running well ahead of No. 2, a four-page color ad for Formica. "Does this mean" the X-100 people ask "that people are more receptive to advertising in which products are presented in full context of their end-usage than to advertising which features products as isolated items?"

fident that the X-100 House would excite considerable interest with its new concept of group living."

Waste King Corporation's executive vice-president, Bertram Given, saw the X-100 as "a natural showcase" for the firm's products, and as a medium for testing new ideas. He believes that kitchen appliance design and engineering goals must constantly change as American family living patterns change. Mere design face-lifting of appliances as a sales tool is no longer valid, according to Given, since the rate of change is accelerating.

"Tomorrow's appliances must incorporate changes that are more fundamental. More attention must be paid, especially in the newer appliances, to noise reduction. They must not only improve in appearance but in what we call adaptability of appearance. Appliances must be flexible enough in design to take on a new look, along with the rest of the kitchen, whenever the housewife feels the need for change." The new Waste King dishwasher, five years in the laboratory, was not introduced until some of these future needs could be anticipated and met.

The open room concept exposes the X-100 kitchen to living areas on three sides. Ordinary appliance noises could disrupt activities throughout the house. And it is doubtful, Given suggests, that families of the future will tolerate having to turn off the hi-fi set while the dishes are being washed or the garbage ground.

Quiet Dishwasher

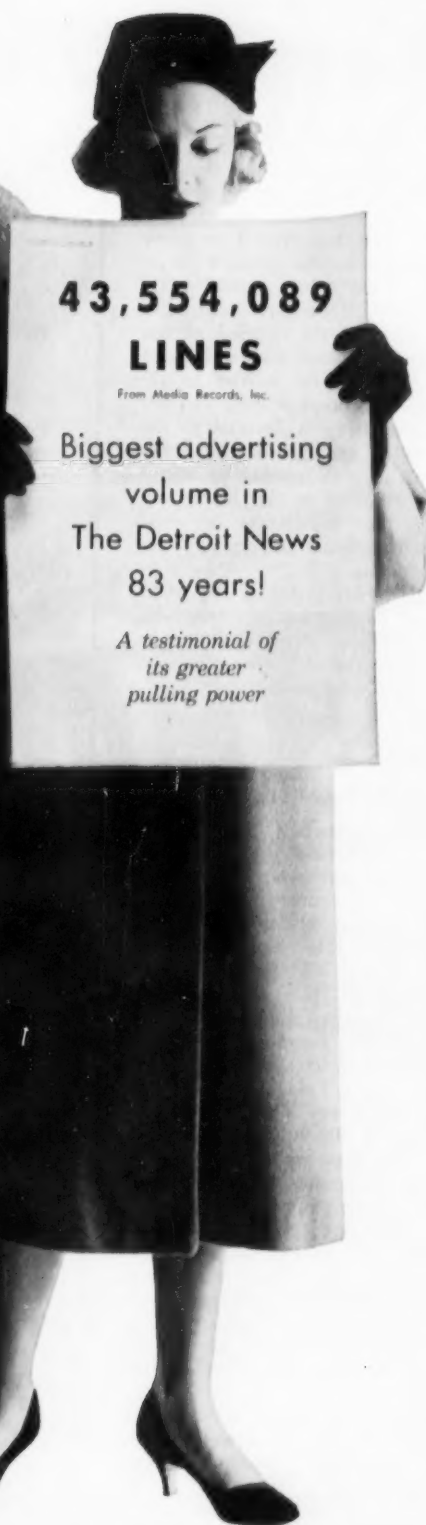
The new dishwasher is so quiet, Waste King executives claim, that a housewife can set her telephone on top of it as it operates and hear the voices of her friends without strain.

"Adaptability of appearance" requirements of the X-100 were also neatly met by the dishwasher. Designed with easily removable front panels, it can be changed from white and a variety of colors to copper, stainless steel or natural wood grain. The dishwasher was fitted with a contrasting jet black Formica front to harmonize with the extensive use elsewhere of this material.

Another manufacturer, Arcadia Metal Products, finds participation in the exhibition project "especially gratifying." Says President Henry E. North, Jr.:

"We build a quality product which requires a different kind of promotion from that of an item sold on price alone. Besides, we like people to see our products in use."

The Arcadia sliding glass doors



The Detroit News

WEEKDAY CIRCULATION IS 453,579; SUNDAY IT IS 566,471—
THE LARGEST OF ALL MICHIGAN SUNDAY NEWSPAPERS.

Eastern Office . . . 260 Madison Ave., New York

Pacific Office . . . 785 Market St., San Francisco

Chicago Office . . . 435 N. Michigan Ave., Tribune Tower, Chicago

Miami Beach . . . The Leonard Co., 311 Lincoln Road

FEBRUARY 15, 1957

used in the Eichler Homes X-100 are also used in other Eichler Homes. The manufacturer and the builder wanted to step up the appeal of the item, so, to add sparkle, the door in the X-100's master bedroom is motorized. The feature is particularly adaptable in this room because the control for opening and closing the door can be managed from the bed itself. The door also can be opened manually.

Arcadia Metal is typical of other manufacturers in this project in its handling of the sales promotion aspects of X-100. Distributors throughout the country are notified of the project and supplied with a booklet (the X-100 visitors' booklet in reprint), giving complete data. In addition, advertising is devoted to the project as an example of the firm's product in use. A number of manufacturers involved in the X-100 are featuring the installation of their products in national and regional advertising media.

Arcadia points to the X-100 as an example of cooperation between architect, builder and manufacturers. In the building industry this appeal is unusually valuable and unfortunately rare.

Thorough Follow-Through

As a follow-through on the project, Arcadia is providing photographs for use in distributor sales manuals throughout the country. Distributors are notified of publicity so that they may purchase the magazines or see the materials as it appears.

Special panel meetings are set up with other participants in the house and the project. In addition, the company publicizes its own installations in its own trade field.

Here is the way The Formica Co. feels about X-100 and similar promotions: "There are several reasons why Formica cooperates with builders through participation in exhibition homes. First, we appreciate the publicity value of such a move. Our product receives widespread recognition through publications 'covering' these homes and it is an opportunity to show unusual product application ideas to the many people who view these homes.

"Secondly, we secure in that area the added prestige of a well-known builder, which is a testimonial for Formica.

"Third, we continually strive to keep ahead with new ideas and make every effort on behalf of our distributors, dealers and fabricators."

The End

What's the Price?

By George C. McNutt
George C. McNutt, Advertising
Oakland, Cal.

Ever wonder why so many inquiries generated by advertisements or new-equipment releases never amount to anything?

This letter, which a business friend of ours recently received, provides at least one answer:

"Ever think how much business you lose by being coy about your prices? By being downright lazy and passing off with a form letter the inquiries you get, and bucking the job off on some manufacturer's sales agent you probably have never seen, instead of giving complete information?

"Your company is not alone in this stupid practice. We recently sent an inquiry to a machine tool builder. Instead of answering, he told us to write the same bird that represents you, to get the price. While many people wouldn't trouble to write a second letter to get the information they should have gotten on the first inquiry, we did write your man, but couldn't get any answer from him either. Consequently, the tool builder lost a \$2,000 order, and the business went to more alert people who sent full information the first time, and simply told us where the order could be placed.

"It's too late for us to buy our press controls from you, and this business is being placed with (name is deleted), an old, well-established concern that keeps no cards up its sleeve, but sends catalog and price sheet to all who inquire for its products.

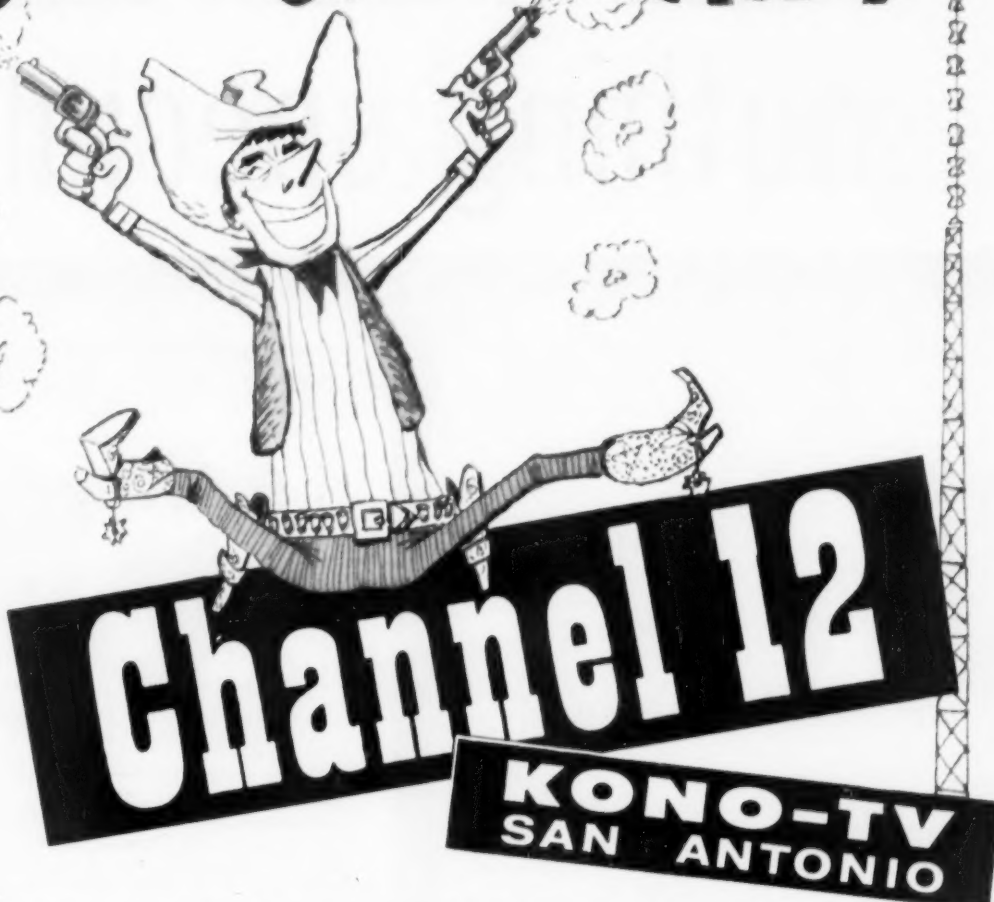
"We now notice in another publication that you have an (deleted). If you would care to send us complete information, including prices, on this item, we might be able to buy some of this equipment from you. But it's strictly no good having some chap in Miami (250 miles away) wander in here three months after the order has been placed with others because we couldn't find out about your products."

Harsh words? Yes, but thank heavens for outspoken men who take the trouble to point out our shortcomings.

Let's face it—price, usually, is something you and your salesman hate to mention. But the prospect wants to know, "What's the price?" so you've got to tell him.

Why be ashamed to mention price? After all, the prospect knows you're in business to make a profit. If you've done a good selling job, you've already justified your price, so speak up—tell him the price and ask for the order. You may be agreeably surprised.

We're on the Air!



With the same outstanding management that has successfully guided one of the nation's outstanding radio stations for the past 30 years, Channel 12 is on the air with the full power of 316,000 watts, the latest RCA equipment and the only live, unduplicated program coverage in the rich South Texas market. And Channel 12's rate structure has been realistically set to accommodate advertisers who are interested in reaching San Antonio with the hottest, liveliest television station in the Southwest!

Complete programming of the vigorous ABC television network is combined with top film packages and some fine local shows. For FRESH, NEW availabilities in San Antonio the H-R folks or Clarke Brown Co. will be delighted to give you the full picture.



We are proud to be represented by

H-R TELEVISION, INC.
NEW YORK • CHICAGO • LOS ANGELES • SAN FRANCISCO
CLARKE BROWN CO.
DALLAS • HOUSTON • ATLANTA • NEW ORLEANS • DENVER

ABP businesspaper readership continues to grow! Now, business men are paying \$13,014,455 a year for 2,847,802 subscriptions to 161 specialized ABP member-papers. More and more, this fact is confirmed:

ALL GOOD SELLING IS SPECIALIZED . . . AND nothing specializes

*For example,
here's how 3 leading
advertisers are using
businesspapers to sell
specialized markets . . .*

THE WOOSTER RUBBER CO. uses businesspapers to introduce a new product.



OBJECTIVES: In 1954 a new contour designed floor mat set was designed and spot field tests showed that the item had excellent potential. A large trade advertising introductory program was planned, featuring the new design, its wide range of color selection and point-of-sale display packaging.

SCHEDULE: Four-color spreads in eight merchandising publications.

RESULTS: "The new Style-Masters were dramatically introduced to 100 percent of the trade. Company leadership in the field was increased. A 380 percent increase in business was obtained at a total advertising and merchandising expenditure of 2.27 percent!"

AGENCY: McDaniel-Fisher & Spelman Co.

HAVE YOU SEEN THE MAN IN THE MIDDLE?

Eight folders on copy themes for advertising to dealers . . . all wrapped up in a handy file folder. Each suggests copy slants that make dealers sit up, take notice . . . and order! Shows typical examples of advertising that is doing the job.

Write ABP for your copy.

LOOK FOR THESE SYMBOLS:



You will find them on all members of the Associated Business Publications . . . leading businesspapers, working together to give their readers—and their advertisers—more for their money.

like the business press

AMERICAN BEMBERG uses businesspapers to promote new uses for a long-established product.



OBJECTIVES: At a time when most of the basic man-made fiber producers were having sales problems, American Bemberg was no exception. To overcome trade indifference to the standard rayon yarns, Bemberg decided to introduce a new line of Bemberg Novelty Yarns.

SCHEDULE: Black and White units (155 x 5) in two merchandising dailies.

RESULTS: "In January, 1955, spinning equipment allocated to manufacture of Bemberg Novelty Yarns was, for the most part, idle. With the publication of the first spread, inquiries began to come in. Today, Bemberg Novelty Yarns are in short supply, demand is increasing, orders are filled on allotment and the plant is running 100% of capacity."

AGENCY: Robert B. Grady Company

ADOR SALES uses businesspapers to expand local sales to full national distribution.



OBJECTIVES: To establish Ador Sales, a new company founded in June 1952, as one of America's most important producers of sliding glass doors . . . to expand distribution from Southern California coverage to full national and foreign distribution.

SCHEDULE: Black & White spreads in business publications.

RESULTS: "Expansion of sales organization from 3 to 80 stocking distributors; over 24,000 inquiries on the use of sliding glass doors from architects and builders. Ador attained recognition as America's largest producer of all-aluminum sliding glass doors, in the process outgrew three manufacturing plants. Sales increased seven fold in the twelve months period."

AGENCY: Boylhart, Lovett & Dean, Inc.

THE ASSOCIATED BUSINESS PUBLICATIONS

205 E. 42ND ST., NEW YORK 17 • 201 N. WELLS ST., CHICAGO 6 • 925 15TH ST., NW, WASHINGTON 5, D. C.

founded in 1906



FEBRUARY 15, 1957

127

Another Convert for Net Pricing

Hose Accessories Co. now quotes all prices net. Object: To make ordering faster and easier for its distributors.

Make your products easier to buy and you can appear generous and sincere about competition.

This is the approach used by Hose Accessories Co., manufacturers of hose couplings, clamps and valves, Philadelphia. Heart of the "easier to buy" method is net pricing.

Hose Accessories' Le-Hi Division has just produced the first complete net-price list in its industry. It not only offers distributors FOB net prices for each item, but shows suggested resale price, list price and a sketch of the product.

This complete price book is the culmination of years of effort to make selling and ordering easier for distributors. It follows the company's evolution, too. Eighteen years ago, 70% of its products were sold to hose manufacturers as original equipment and only 30% sold to distributors as replacement parts. Today the figures are

exactly reversed. With most sales through distributors, this channel of distribution has to be coddled.

A. T. Dewees, sales promotion manager, Le-Hi Division, explains the development of net pricing and attitude toward competition. "More than 18 years ago, when we first opened our doors, we offered net prices on some few lines we had. As we expanded our product line, we followed competition with list prices and discounts."

The company fell into the trap of following competition's methods, Dewees reveals. It seemed safer and simpler than pursuing a new course. In 1950, however, Le-Hi reversed its field and took a step toward net pricing on all lines.

Mimeographed sheets with net prices on all products were mailed to distributors. "The batch of sheets weren't too convenient to use, but it

was a great improvement over hunting through catalogs and figuring out prices from list and discount," says Dewees.

Because Le-Hi uses net pricing and competition doesn't, the company can be magnanimous about competition. "When I talk to distributors, I'm frank to advise that they carry a competitive line as well as ours. This, I tell them, protects them against non-delivery because of emergencies.

"Our distributors are good businessmen and respond to honest advice. They look more kindly to a company that thinks in terms of the customer's best interest. Of course," Dewees explains, "a good percentage of distributors carry many lines already. It's our job to induce them to order more often from us. Net pricing is a big help in this direction."

Le-Hi doesn't try to ignore competition in conversations with customers nor does it try to make customers feel self-conscious about buying from competition. "Just today," points out Dewees, "a distributor called in with an order and gave us competitive catalog numbers to identify the products. After he realized he gave us the wrong numbers, he began to apologize. 'Don't apologize', I told him. 'It's perfectly all right with us if you use a competitive serial number, as long as you give us the order.'

"Not only that, I told him that if it were easier for him to order by using somebody else's names and catalog numbers, to go ahead and we'll translate them into ours.

"That's the basis of our thinking. We want to make it so easy and pleasant to do business with us, that distributors will be prone to call whenever stocks need replenishing."

Le-Hi's new 20-page price catalog is punched for use in any type of binder. It is indexed by product on page two and provides every fact necessary to know about a particular item under 28 product categories. The type for the booklet is being retained so that when a price change is necessary, only price figures need be reset. Products listed range from 14 cents each to \$41.

Ten thousand copies of the recently completed net-price catalog were mailed to distributors. "We expect great things from this new and different net-price list," says Dewees.

"A little advance research the past few weeks definitely indicates that we're on the right track. We believe that more and more distributors will decide to couple up with Le-Hi in the months to come, after they can appreciate what this new net-price list can do for them."

The End

HOW TO ACHIEVE SALES SUCCESS . . .

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America's No. 1 Sales Case

More companies, and more salesmen use TUFIDE than any other cases in the world . . . because only TUFIDE is **UNCONDITIONALLY** guaranteed 5 full years! TUFIDE looks like leather, feels like leather, yet outwears leather 5 to 1! See the complete selection of TUFIDE cases at your stationery, luggage or department store.



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. . . to help you make your selling more effective.

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 Please send FREE "Sales Tips" Booklet and name of my local TUFIDE dealer.

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Company Name

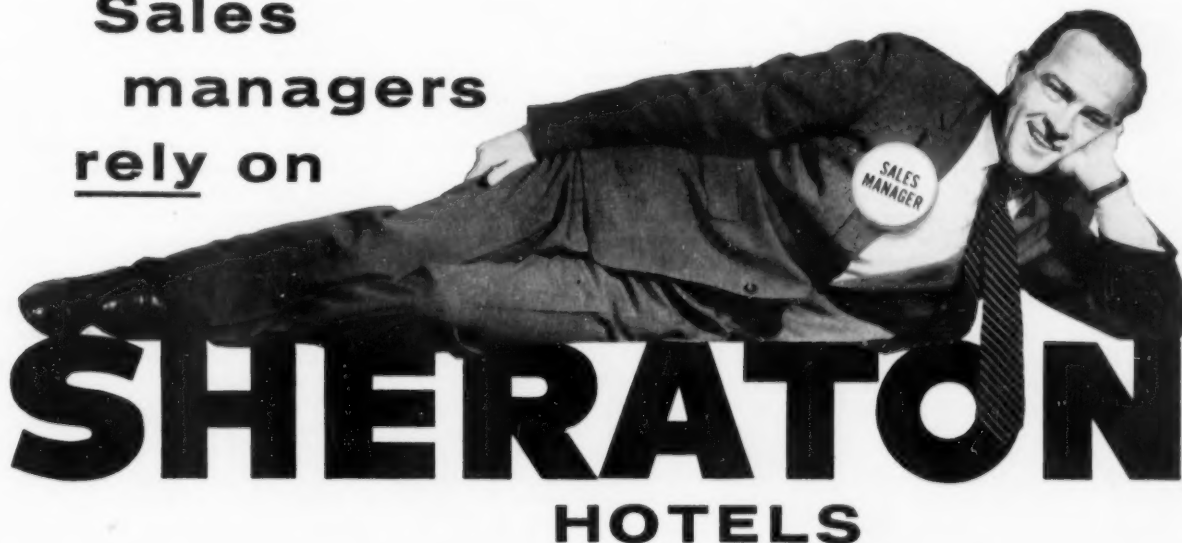
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managers
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The Laurentien
TORONTO
King Edward Sheraton
NIAGARA FALLS, Ont.
Sheraton-Brock
HAMILTON, Ont.
Royal Connaught

Big Idea to Top Management

(continued from page 30)

disadvantages? Are there unexpected advantages, such as providing factory load in an otherwise slack period? Public relations advantages or disadvantages? Effects on prestige? Effects on other important programs? Other people will think of these things. Be ready for them.

Step five: What should your own personal role be? Are you really the right man to push this thing through? Should you, in common sense, turn it over to someone else, if necessary, as a gift? The cruel fact is that sometimes the author of an idea is not the man who can sell it or execute it. Don't trap yourself in the hopeless position of being required to do what by training, experience, or temperament you cannot possibly do adequately. Many careers are wrecked on this rock.

Step six: Carefully consider the timing. Is this the moment to make this proposal? If it's too late, that will be fairly obvious. But what about being too early? It takes a surprisingly long time for people who generalize, that is, management people, to acquire confidence in new devices or methods. And with reason: a large proportion of these devices fail. Should you perhaps propose only a small part of your program at this time, a part which is bound to suc-

ceed? Then capitalize later on the confidence bred by this success, which was an obvious thing all along to you, but possibly highly doubtful to those without your special knowledge and experience? We all tend to forget how many years it took us to learn what we know, and we unreasonably expect outsiders to grasp in a short time an explanation of things which we ourselves understand only because of half a lifetime of hard work.

Step seven: If our idea has passed all of the foregoing self-imposed tests, we are now in a position to present it. And we can do this with confidence. We have considered all the pros and cons and come out of the ordeal still believing in our idea. All right. It remains only to explain what we have in mind, and, again, that is simple but difficult. However, no God-given talent is required, only the self-discipline necessary for common-sense directness and simplicity.

Build your case exactly as Euclid built his propositions in plane geometry. Fundamentally, the method is the same used by lawyers, newspapermen, and advertising men to this day: *State your case. Then prove it.*

1. Begin with the idea. Make it crystal-clear what the idea is.
2. State its value. What, precisely, are the rewards? State them.
3. Step by step, show why.

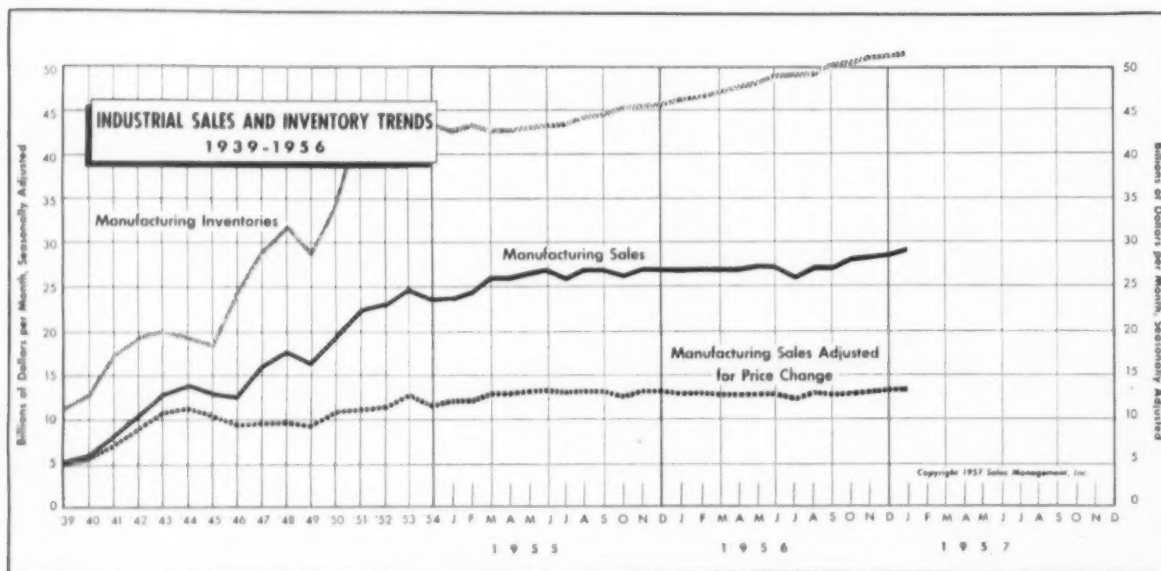
4. Conclude with a restatement of the idea and its value.

Now, when you have written that down, go back over it and make a list of the unknown and partly unknown factors. Insert in your text a frank admission of each. This is vital. If you don't do it, you are plainly an amateur, or inexcusably ignorant, or a purveyor of gold bricks.

Next, imagine that you are the man in your organization who dislikes you most. Assuming his role, attack your own case. What have you overlooked? Where are your assumptions unwarranted, or where could a skillful opponent represent them to be? Where are you treading on toes? What can you do to ease the blow?

Opposition is always there, if only because new ideas upset the comfortable routine. Be ready for it, in a friendly spirit. But be ready. Think out exactly what you will say in answer to the shrewdest attacks, and also to the most unreasonable. *Write it down.* Don't let yourself be caught in the position of the unready individual who evades, or huffs and puffs, or loses his temper. You can't sell an idea to anybody except people, and people are ornery. However, their orneryness won't throw you if you have anticipated it.

Step eight: Try it out on the dog. Several dogs. Take an accountant, a scientific researcher, a design engineer, a factory man, a salesman, an advertising man, a public relations or publicity man, and privately,



INDUSTRIAL SHIPMENTS continue to break new records in January rising to an all time dollar volume peak of \$29.2 billion as auto manufacturers improve their per-

formance against a year ago. Inventories also continue to mount to ever higher levels. Some observers feel that some inventory liquidation may be in order.



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is now TOPS in circulation!

Detroit's brightest and sprightliest paper
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And the Free Press is *growing faster*, too!

Specify the friendly Free Press—and you're advertising
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National Representative: Story, Brooks & Finley

Retail Representative: Kent Hanson, New York

Southern Resort Representative: Hal Winter Company, Miami Beach

FEBRUARY 15, 1957

talk the whole thing over with each of them. Don't argue. Listen. Their objections are those which you are going to have to meet when the chips are down. Their prejudices. Their indifference. Their unreasonableness. Their astounding capacity to see possibilities which never occurred to you. Their unwillingness to think of anything except in terms of their own craft and their own personal advantage.

Think it over. Where were you really on the defensive? That's the weak point. That's where you need facts. Get them if you can. If you can't, be sure that your draft of your presentation makes allowance for that.

Step nine: This is the last step and, comparatively, it is a detail. It is also where many people are inclined to begin. They don't know that the part of the iceberg which shows above the water is at most a small part. The essence of the matter has now been settled. We have a sound case, and can prove it. We have it all written out. We have worked at it so long and hard that we can say it in our sleep. What remains?

Not a lot. If our story is to be presented in a meeting, some charts or slides will help. They're not really very important, though. People can hear. To reinforce the aural impression we add the visual because it has been established that visual impres-

sions are frequently the stronger. All we do is to put on each chart or slide, in logical order, one statement, or at most, a few. Bare. Plain. Nothing elaborate. Just what is needed to make the point. *No more.* We make enough charts to put over the main theme. Then we stop.

If the presentation must take the form of a document, we do the same thing, putting the same salient points into the form of headlines, and the talk which will accompany the charts, in the case of an oral presentation, into typed or printed words. (It's a good idea to have the document available in any case—for reference, or for key people who unexpectedly don't make the meeting).

If our case is as good as we think it is, we'll sell it. If it isn't, we won't. But, if our work has been well done, the case is good, and we will sell it.

Only one thing still has to be done—the organization of the supporting material—the results of all that work we did in putting together our basic presentation. The thing to do with this is to arrange it, or have someone arrange it, in logical order, following the same pattern as we used in our chart talk or summary document. This is dog work. But *it must be done*, because a management man is never more than partially convinced by a presentation. He hasn't time to go into details, and he won't. He will either dismiss the proposition out of hand or, if he thinks well of it, will turn it over to a group of experts with the order that they investigate it thoroughly and give him their opinion.

Now, these experts, despite their often formidable front, are fearful men. They know that if they advise the management man wrongly they will not be his advisers next time. Don't scare them. Nothing frightens such people as much as the unknown and, worse, the *unlabeled* unknown, which they quite rightly regard as a booby trap and resent accordingly. Put in all the facts or, when you don't have them, say so. A lot of work. I have known these supporting data to fill 13 fat volumes.

As I said at the start, it's simple, but it ain't easy. I should know. I compiled those 13 volumes myself. The proposal which closed the deal was printed on 11 pages. The summary was printed on one page, and that was the only page read with any care by the top people. That's why I call this method the soft sell in the iron glove. It's soft, it seems, for everybody but you. And you, you're wearing iron gloves of self-discipline, and they hurt. But they sell.

The End



**picture
your
group ...**



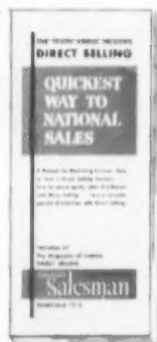
Write or wire today for the free full-color brochure that tells you in words and pictures why **70%** of all groups return to the Hollywood Beach Hotel ... why many organizations meet here again year after year.

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Here's the blueprint for successful Direct Selling! Quickly, factually, graphically, "The Truth About Modern Direct Selling" gives you the inside sales-slant on modern Direct Selling. It's as BIG in enlightening FACTS, as broad in its practical approach as is the nine billion dollar sales volume of this constantly-growing, highly versatile Direct Selling field! It tells you why few products or services aren't suited to it, and a big-ticket price makes no difference—how today's Direct Selling Specialist can sell anything you can sell him.

Sounds good! But is Direct Selling for YOU? This is the book to give you a definite, authoritative answer. It will tell you why this powerful distribution force adds volume fast, perils no part of present over-the-counter retail sales, and can be tested virtually cost-free. Write for your FREE copy today. Pin, paste or staple this ad to your letterhead and mail to: SPECIALTY SALESMAN, The Magazine of modern Direct Selling; Room 812-A, 307 N. Michigan Ave., Chicago 1, Ill.

Write for FREE Copy

CARD 1 - POPULATION AND INCOME

DESCRIPTION		POPULATION		BUYING INCOME			
STATE	COUNTY	TOTAL	% OF USA	FAMILIES	URBAN	NET DOLLARS	% OF USA
1	2	3	4	5	6	7	8

CARD 2 - INCOME DISTRIBUTION

NUMBER OF SPENDING UNITS		NET EFFECTIVE BUYING INCOME (AED CODE)					AVERAGE INCOME \$ PER UNIT
UP TO \$2,499	\$2,500-5,999	\$6,000-9,999	\$10,000-14,999	\$15,000-19,999	\$20,000-24,999	\$25,000-29,999	30,000 AND OVER
1	2	3	4	5	6	7	8

CARD 3 - RETAIL SALES AND BUYING POWER INDEX

DESCRIPTION		RETAIL SALES		BUYING POWER		POPULATION	
STATE	COUNTY	TOTAL	% OF USA	PER FAMILY	% OF USA	FAMILIES	% OF USA
1	2	3	4	5	6	7	8

CARD 4 - COMPONENTS OF RETAIL SALES

RETAIL SALES - TEN STORE GROUP							
APPAREL	FURNITURE	HOME FURN.	TOY	BOOKS	RECORDS	FLOR.	OTHER
1	2	3	4	5	6	7	8

CARD 5 - EMPLOYMENT IN SERVICES

ALPHABETIC COUNTY							
WHOLESALE	RETAIL	CONSTRUCTION	MANUFACTURING	PUBLIC UTIL.	WHOLESALE	FINANCE	REALESTATE
1	2	3	4	5	6	7	8

CARD 6 - EMPLOYMENT IN MANUFACTURING

ALPHABETIC COUNTY							
FOOD AND KINDRED PRODUCTS	TOBACCO PRODUCTS	TEXTILE MILL PRODUCTS	APPAREL PRODUCTS	LUMBER EXCEPT FURNITURE	FURNITURE AND FIXTURES	PAPER AND ALLIED PRODUCTS	PRINTING AND PUBLISHING
1	2	3	4	5	6	7	8

Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own market areas. Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the Survey would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

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MANUFACTURERS' REPRESENTATIVES!

If you like creative selling . . .

We have a line that will appeal to you . . . regardless of what you are selling now. You should know selling and understand the graphic arts field or the paper industry.

Our line sells to advertising managers, sales managers and top executives. National advertising gives you good leads to follow, but you must have the ability to make cold calls and develop a territory.

It's the perfect commission set-up for one or more experienced salesmen who know and like top-level contacts.

Tell us your background and explain your qualifications for approaching our markets. If you have what we're looking for, we'll arrange an interview.

BOX NO. 3334

SALES VICE PRESIDENT

Middle West appliance manufacturer well established and with recognized products, seeks a V.P. of Sales. Will have full directive and administrative responsibility for general sales, advertising, distribution. Must have experience in the appliance field at a top sales level and have proved administrative and merchandising ability. We also require demonstrated capability to direct men at all levels of sales. Age range 40-55. Appropriate salary plus benefits. Your confidential reply welcomed.

Box 3331

TOP SALES MANAGER AVAILABLE SOON

Experienced in national and inter-national sales, sales promotion, and advertising. Enthusiasm and vigor with sound judgment. Prefer work for firm selling grocery trade through brokers. Good working relationship with leading food chains nationally. Will relocate. Contact Box 3332, Sales Management.

COMING SOON

A new once-a-month picture spread entitled "Promotion Media at Work." Watch for it. You are almost certain to pick up ideas regularly that can be passed along to your Promotion Department.

SALES MANAGEMENT

SALES GAINS AND LOSSES

Current operating statements show changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago.

Of the 99 companies listed, 48 show sales gains of 10% and over in designated periods. Siegler Corp. leads with a 127% increase. Next in line is Fedders-Quigan Corp. with a 98% gain, followed by Van Norman Industries, Inc., at 64% and Virginia Dare Stores, 56%. Leaders in the 26% - 50% gain column include Atlas Sewing Machines Centers, 48%, Island Creek Coal, 46%, H. K. Porter, 39%, American Monorail and Consolidated Foods, both 37%, Sundstrand Machine Tool, 35%.

Of the 30 firms in the 10% - 25% sales gain bracket these are typical: Douglas Aircraft, 24%, American-Marietta and Norwich Pharmacal, both 22%, Lone Star Steel, 19%, and Minnesota Mining and Manufacturing, 16%.

Key: f—fiscal year.

Company	Period	1956	1955	Company	Period	1956	1955
Air Associates, Inc.	1 yr. f	\$ 14.2	\$ 12.5	PacificCement&Aggregates	9 mo.	19.1	15.0
American-Marietta Co.	1 yr. f	202.3	165.3	Park & Tilford Distillers	9 mo.	14.7	27.0
American Meter Co.	1 yr. f	31.0	29.0	PittsburghCoke&Chemical	9 mo.	49.3	43.0
American Monorail Co.	1 yr. f	7.7	5.6	Polaroid Corp.	9 mo.	22.4	17.6
American Vitriified Pds.	1 yr. f	10.1	9.8	Porter (H. K.) Co., Inc.	9 mo.	101.9	73.3
Arcady Farms Milling Co.	6 mo.	4.3	3.7	Progress Mfg Co., Inc.	9 mo.	13.8	11.4
AtlasSewingMach.Centers	6 mo.	4.9	3.3	Prophet Co.	9 mo.	16.2	16.4
Auto.Canteen Co. of Amer.	1 yr. f	98.9	95.7	PugetSoundPulp&Timber	9 mo.	18.2	17.6
Bearings, Inc.	3 mo.	5.1	4.3	Quaker State Oil Refining	9 mo.	39.7	37.0
Belock Instrument Corp.	1 yr. f	13.8	14.8	Rayonier, Inc.	1 yr. f	137.9	142.5
Blue Bell, Inc.	1 yr. f	58.0	57.1	Reliable Stores Corp.	9 mo.	18.3	18.1
Burry Biscuit Corp.	1 yr. f	16.3	15.3	Red Owl Stores, Inc.	3 mo.	111.7	91.1
Collins & Aikman Corp.	9 mo.	32.0	38.9	Rockwell Spring and Axle	9 mo.	186.1	201.9
Consol. Foods Corp.	24 wks.	155.3	113.1	Safeway Stores, Inc.	1 yr. f	1,990.0	1,932.0
Craddock-TerryShoeCorp.	1 yr. f	28.7	27.1	Scholz Homes, Inc.	6 mo.	7.0	5.3
Dayton Malleable Iron Co.	3 mo.	8.7	10.0	Scofield Mfg. Co.	9 mo.	113.3	103.9
Douglas Aircraft Co., Inc.	1 yr. f	1,073.5	867.5	Servomechanisms, Inc.	9 mo.	12.2	9.2
Dow Chemical Co.	6 mo.	307.3	272.9	Shell Oil Co.	9 mo.	1,192.5	1,087.2
Eastern Industries, Inc.	1 yr. f	10.1	8.1	Sheller Mfg. Corp.	9 mo.	29.3	39.1
Fedders-Quigan Corp.	3 mo.	11.5	5.8	Shulton, Inc.	9 mo.	18.4	15.6
Federal Glass Co.	6 mo.	8.1	8.3	Siegler Corp.	3 mo.	6.8	3.0
Foot Bros. Gear & Mach.	1 yr. f	20.9	19.5	Simonds Saw & Steel Co.	9 mo.	43.6	34.3
General Foods Corp.	9 mo.	703.5	664.0	SouthernBleachery&Print	9 mo.	11.4	16.3
General Instrument Corp.	9 mo.	25.3	21.9	Southern Materials Co.	6 mo.	8.7	7.0
General Plywood Corp.	1 yr. f	7.9	8.5	Standard Forgings Corp.	9 mo.	16.1	12.5
GreifBros.CooperageCorp.	1 yr. f	37.4	31.9	Standard Oil Co. (Ind.)	9 mo.	1,395.1	1,296.0
Island Creek Coal Co.	9 mo.	85.0	58.1	Standard Oil Co. (Ohio)	9 mo.	291.2	269.5
Lee Rubber & Tire Corp.	1 yr. f	45.5	45.9	Standard Products Co.	6 mo.	16.4	18.9
Lone Star Steel Co.	1 yr. f	88.6	74.4	Stanley Works	9 mo.	74.1	67.9
Longview Fibre Co.	1 yr. f	57.9	51.2	Stauffer Chemical Co.	9 mo.	119.4	109.1
McKesson & Robbins, Inc.	9 mo.	423.0	394.8	Steak 'n Shake, Inc.	1 yr. f	6.5	6.4
Metal & Thermit Corp.	9 mo.	30.5	26.0	Stone Container Corp.	9 mo.	27.8	25.2
Miami Window Corp.	1 yr. f	5.4	4.0	Sun Chemical Corp.	9 mo.	31.7	31.5
Michigan Chemical Corp.	9 mo.	5.2	5.2	Sundstrand Machine Tool	9 mo.	43.4	32.2
Minn. and Ontario Paper	9 mo.	59.6	53.6	Superior Separator Co.	1 yr. f	7.7	6.9
Minn. Mining & Mfg. Co.	9 mo.	235.9	202.7	Superior Steel Corp.	9 mo.	20.7	27.3
Monsanto Chemical Co.	9 mo.	407.3	390.8	Sutherland Paper Co.	9 mo.	49.6	42.6
Motor Wheel Corp.	9 mo.	46.6	59.3	Swan Rubber Co.	1 yr. f	19.7	16.3
Munsingwear, Inc.	9 mo.	20.5	20.7	Twin Coach Co.	9 mo.	17.5	17.8
Murray Corp. of Amer.	1 yr. f	76.2	72.9	Uarco, Inc.	1 yr. f	29.5	24.7
New Haven Board & Carton	1 yr. f	18.3	17.7	Union Oil Co. of Calif.	9 mo.	298.2	274.2
Northeast Capital Corp.	9 mo.	6.3	6.9	Union Tank Car Co.	9 mo.	25.2	22.3
Northeastern Steel Corp.	9 mo.	11.1	8.5	U.S. Plywood Corp.	6 mo.	103.3	101.4
Norwich Pharmacal Co.	9 mo.	21.5	17.7	U.S. Tobacco Co.	9 mo.	20.7	20.8
Oak Mfg. Co.	9 mo.	18.3	16.1	Van Norman Inds., Inc.	9 mo.	24.5	14.9
Owens-Corning Fiberglas Corp.	1 yr. f	173.0	161.2	Vick Chemical Co.	3 mo.	25.5	21.8
				Virginia-CarolinaChemical	3 mo.	10.1	9.6
				Virginia Dare Stores	1 yr. f	10.3	6.6
				Visking Corp.	9 mo.	46.2	43.3
				Waitt & Bond, Inc.	9 mo.	3.6	4.2
				Waldorf System, Inc.	9 mo.	14.3	14.1
				Weingarten (J.), Inc.	1 yr. f	85.3	77.9
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Sales Management

ADVERTISING SALES

DIRECTOR OF SALES

John W. Hartman

SALES PROMOTION MANAGER

Philip L. Patterson

Asst. to Sales Director

Caroline Cioffi

ADV. SERVICE MANAGER

Madeleine Singleton

PRODUCTION MANAGER

Patricia Simon

DIVISION SALES MANAGERS

New York—Randy Brown, Jr., Eastern Sales Manager; W. E. Dunsby, Wm. McClenaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, 386 Fourth Ave., New York 16, N. Y. LExington 2-1760.

Chicago—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODland 2-3612.

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THE SCRATCH PAD

By T. Harry Thompson



A timely guide as I start a new page is this memo from Herb Dickson: "Don't brag; it isn't the *whistle* that pulls the train."

HONEYMOON: Thrill of a wife-time.—*The Country Drummer*.

ELECTRIC BILL: Current expenses.

Guess the mess in the Middle East was too serious for Eddie Cantor to parody: "If you knew Suez, like I know Suez."

Incidentally, Ruth Williams figured Anthony Eden committed political Suezicide.

There are those who decry contrived alliteration. Not Dodge. "It tames a tornado of torque!"

PRIMARY COLORS: The three little pigments.

If cars get any longer, we're going to need a hook-and-ladder tillerman to man the rear end.

BERT: "The puppet government barred Hammaraskjold from Hungary."

MYRT: "It shouldn't happen to a Dag."

"You have an option of selecting your own decor, and the sale-price is only \$68,500," says a real-estate ad. How do you mean, "only"?

FIXED INCOME: An income that needs further fixing.

Now they tell us! "An investment of only \$11,500 in 1922 for 100 du Pont shares would have grown to 5,880 shares worth \$1,133,370 by the close of the third 1956 quarter."—*The Exchange*.

INFIDEL: A man without any invisible means of support.—S. M. Lindsay.

California's Purofied Down Products sent me two Acrilan non-allergic pillows that are terrific in comfort and good looks. As a mere man, I'd call them a "bride idea" for any furniture department.

Cartoon-humor is not confined to the drawings. Bill (Smokey Stover) Holman comes up with "Scrawny Arms Apartments."

From some of the blasts I've read over the years, I get the idea that the editors of *Reader's Digest* regard cigarets the way Carrie Nation regarded likker.

In his commercials for the Remington Quiet-Riter, Dick Stark refers to the larger *cylinder*. Typists know that better, I think, as a *platen*.

The first tires were iron. Then came solid rubber, to be replaced by pneumatics. I predict the next improvement will be a tire with some form of foam-rubber innards instead of air. Nothing to puncture, nothing to blow out, nothing to leak and go flat from any cause.

WATCHMAKER: A stem-winder.

In our sister publication, *Tide*, Bell Telephone told "How to give an ad a happy ending." How? By adding this emblem to the end of the copy: "Find your nearest dealer in the Yellow Pages."

It was obvious but pat when Zippo called its lighter a sure-fire gift.

Some years ago, I put this head on a Walnut pipe-tobacco ad for the holidays: "Take the IF out of GIFT." (Not bragging, Mr. Dickson, just remembering.)

Learn Another Language: Ad Lingo

Ad Lingo is not precisely a foreign tongue. Rather, it is a dialect of Madison Avenue that infiltrates the advertising pages, as well as the spoken word on radio and TV.

Some will say that it is *idiomatic*. Some will shorten that to *idiotic*.

If people *talked* Ad Lingo instead of merely listening to it or reading it, we might have conversations like this:

"Good morning, Mrs. Jones. Did you have a nice Christmas?"

"Good morning, Mrs. Smith. Indeed we did. For one thing, my husband gave me *the present with a future* . . . the new car with *years-ahead quality*."

"That's nice. Its interior styling doubtless has *that off-the-shoulder look*."

"Nothing less. And the *torsion-air ride* turns bumpy roads into boulevards."

"Lovely. I gave my husband an electric shaver so he could find his *hidden beard*."

"You mean a *breakfast-to-bedtime* shave?"

"You said it. He just adores that *super-honed shaving-head*."

"I don't mean to look a gift-car in the headlights, but I was rather hoping for the one that's *without precedent*. Think I hear my telephone. See you later."

"So long."

The TIME READER* as seen by R. TAYLOR



FAMILY MAN



SPORTSMAN



MAN OF LETTERS



OFFICE HOLDER



GOOD PROVIDER

TIME's readership is the biggest concentrated audience of best customers and influential people in the United States today. Nevertheless, Richard Taylor exaggerates . . . not all TIME readers are big game hunters.





Who sniffs at "spiffs" in Chicago?

It was a blustery cold day in Chicago.
(And Chicago's a place that can bluster.)

Visions of palm trees, postcards and planter's punches danced in frostbitten Harry's head. But Harry just pulled down his ear muffs and up his galoshes and shuffled off through the snow.

"No sunburn nor such things for me," moaned Harry, "until I figure out how to improve the sales climate for Major Home Appliances."

It seems that Harry was Major's Chicago distributor, but despite deals and "spiffs" and spiels, his sales were keeping pace with Chicago's falling thermometer. So he huffed (out of the office) and he puffed (down the Avenue) and he dropped in to see Joe, the Chicago Tribune sales meteorologist.

"Do me a favor, Joe," pleaded Harry, "turn your hot and cold running researchers loose on this appliance business and see if they can figure out a way to turn on some heat."



"Your slightest wish is my command," replied Joe, bowing from the waist. (He always talks that way to prospective advertisers.)

And here's the hot information Tribune Research Radiators soaked up from appliance dealers:

Although they ask for "spiffs," dealers sniff at an appliance line that sacrifices consumer advertising for "spiffs." What's more, such deals are so common today that one manufacturer's "spiff" tends to cancel out another's.

The best way to get dealers to stock and respect a brand is to pre-sell their customers for them through advertising. In fact, in today's market such a pre-selling advertising effort is almost necessary. A recent study showed that 63% of the refrigerator buyers had already decided on what brand they wanted before they ever entered a store.

"Thanks a lot, Joe," shouted Harry as he grabbed his muffler and ran. "You've just given me a great idea! It just so happens that our Admanager is sunning himself in Tahiti. I feel I should talk over your proposition with him immediately!"



And as Harry's figure faded away in the sunset, Joe figured out a wonderful reason why he should solicit the Tahitian Better Business Bureau account.

Now maybe you sell afghans or alarm clocks instead of appliances. But if you want some good ideas on how to sell Chicago, remember to call on Joe. Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune. And Joe's the one to give the facts to you.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

